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**EFFECT OF CUSTOMER SATISFACTION ON CUSTOMER
LOYALTY AND THE MODERATING ROLE OF CUSTOMER
EXPERIENCE IN THE NIGERIAN HOTEL INDUSTRY**

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DECEMBER, 2019**

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Abstrak

Dinamisme dalam industri perhotelan telah mewujudkan keperluan untuk memiliki pelanggan yang berpuas hati dan setia dalam usaha untuk mencapai daya saing. Oleh itu, kajian ini bertujuan untuk mencadangkan dan mengesahkan model kesetiaan pelanggan dalam sektor perhotelan. Melalui Teori Pertukaran Sosial dan paradigma kesahan-ketidaksahan, kajian ini menyelidik peranan kepuasan pelanggan terhadap hubungan antara kualiti perkhidmatan yang dirasakan, nilai yang dilihat, penglibatan pelanggan, imej, dan pengalaman pelanggan terhadap kesetiaan pelanggan. Di samping itu, kesan penyederhanaan pengalaman pelanggan terhadap hubungan antara kepuasan pelanggan dan kesetiaan juga telah diteliti. Data yang diperolehi daripada 334 orang tetamu di 82 buah hotel yang beroperasi di Kano dianalisis menggunakan PLS-SEM. Penemuan kajian menunjukkan hubungan langsung yang signifikan antara kualiti perkhidmatan yang dirasakan, kepuasan pelanggan, imej, dan kesetiaan pelanggan. Walau bagaimanapun, nilai yang dilihat dan penglibatan pelanggan melaporkan hubungan yang tidak signifikan. Selain itu, didapati telah wujud hubungan langsung antara kualiti perkhidmatan yang dirasakan, nilai yang dilihat, penglibatan pelanggan, imej dan kepuasan pelanggan. Seperti mana di atas, peranan pengantara kepuasan pelanggan terhadap kualiti perkhidmatan yang dirasakan, nilai yang dilihat dan hubungan keterlibatan pelanggan juga disokong. Biar pun begitu, kepuasan pelanggan tidak mengantarakan hubungan antara imej dan kesetiaan pelanggan. Begitu juga hubungan pengantaraan pengalaman pelanggan terhadap kepuasan pelanggan dan kesetiaan tidak disokong. Penggunaan penglibatan pelanggan dan pengalaman pelanggan dalam meramalkan kesetiaan adalah sumbangan kepada domain pengetahuan dan perhotelan. Penemuan ini bermanfaat kepada pihak pengurusan untuk membangunkan strategi yang boleh memuaskan hati pelanggan dan mengekalkan kesetiaan mereka.

Kata kunci: kualiti perkhidmatan yang dirasakan, nilai yang dilihat, penglibatan pelanggan, pengalaman pelanggan, kepuasan pelanggan, imej, industri perhotelan.

Abstract

The dynamism of the hospitality industry has called for the need to have satisfied and loyal customers in order to achieve competitiveness. Therefore, this study aims to propose and validate a customer loyalty model in the hotel sector. Drawing from social exchange theory and confirmation-disconfirmation theory, this study examined the mediating role of customer satisfaction on the relationships among perceived service quality, perceived value, customer engagement, image, and customer experience on customer loyalty. In addition, the moderating effect of customer experience on the relationship between customer satisfaction and loyalty was also examined. Data obtained from 334 guests in the 82 hotels operating in Kano was analysed using PLS-SEM. Findings showed significant direct relationships between perceived service quality, customer satisfaction, image, and customer loyalty. However, perceived value and customer engagement reported an insignificant relationship. It was also found that the direct relationships between perceived service quality, perceived value, customer engagement, image, and customer satisfaction were established. As postulated, the mediating role of customer satisfaction on perceived service quality, perceived value and customer engagement relationships were supported. However, customer satisfaction did not mediate the link between image and customer loyalty. Similarly, moderating relationship of customer experience on customer satisfaction and loyalty was not supported. The use of customer engagement and customer experience in predicting loyalty is a noble contribution to knowledge and hospitality domain. The finding is of immense benefits to the management as it aids toward developing strategies to satisfy their customers and to retain them.

Keywords: perceived service quality, perceived value, customer engagement, customer experience, customer satisfaction, image, hotel industry.

Acknowledgement

“In the Name of Allah, the Most Beneficent, the Most Merciful” (Qur'an, 1:1). Peace and blessings of Allah be with our beloved prophet Muhammad (SAW), the seal of the prophets, his family and companions, along with those who follow his footsteps up to the last day. My acknowledgement goes to my sponsor ‘Tertiary Education Trust Fund’ through my employer, the Nigeria Police Academy Kano, Nigeria. I am indeed thankful to the management of Police Academy (POLAC) and its entire staff (both academic and non-academic).

I would like to extend my sincere appreciations and gratitude to my respected and able supervisor, in person of Dr. Maria Abdul Rahman for her inspirational guidance and strict supervision. In fact, I am deeply moved by her compassion, motivation and generosity not only toward the completion of this work, but also throughout my stay in Malaysia. Similarly, my indebtedness is extended to my second supervisor Dr. Normalisa Isa for her meaningful contributions, guidance and suggestions in conducting the study. Furthermore, I am expressing my heartfelt gratitude to my reviewers for their massive contributions. In particular, I acknowledged the efforts made by Associate Professor Dr. Abdul Rahim and Associate Professor Dr. Nor Hashima Hashim who served as internal and external examiners respectively. Their contributions were immense, I remain highly thankful to them.

A special tribute is due to my beloved father of blessed memory Alhaji Abubakar Muhammad whose prayers, love, supports and encouragements while alive served as a foundation for our accomplishments. May aljannatul firdous be your abode Baba. Equally, my special appreciations go to my mother Rabi'atu Usman for her absolute support and prayers. May Allah enrich her with good health, erase her sins, and permit her to witness more fruitful and blessed years.

I remain highly indebted to my wives for their understanding and endurance not only for keeping the homes intact during my absence, but also for their incessant love, inspiration and prayers. Hassana and Maryam may Allah reward you and increase the bond of love among us. I am also prayerful to the kids, all my brothers and sisters for their encouragement, endurance and prayers. In particular, the efforts made by Hamisu and Ibrahim in taking care of the family is highly appreciable, I am wishing you Allah's blessings and guidance. My special prayer goes to my eldest daughter of beloved memory Hafst who answered the call of Allah on the 4th of Oct, 2019 her death will forever be in our mind, wishing her Allah's forgiveness and be among the dweller of aljannatul firdous.

My special praise and prayers go to my mentor Dr Sani Sufi for his effort toward ensuring that I succeed in my endeavours. The contributions of my senior colleagues and friends towards the accomplishments of this task are highly acknowledged. In particular I am indebted to Dr. Abubakar Abba Shehu Dandago, Dr. Abdullahi H. Gorondutse, Dr. Najafi Auwal, Dr. Salisu Tsauri, Dr. Buba Pulka, Dr. Kabiru Saad Said and Dr. Mustapha Mukhtar for their meaningful roles in the course of the study. Equally, I acknowledge the support and encouragement accorded to me and particularly the caring and love showed to the family while I was in Malaysia. Such people include my inlaws Alh Ahmad Safiyo and Sani Adamu. Equal gestures go to Abubakar Demba, Isma'il Musa Hassan, Alkassim Abdullahi, Safiyanu Sale, Sani Ado, Saifuddin Ibrahim, Ibrahim Garba to mention some. My special acknowledgements also go to members of Sheikh Hassan family for their perpetual prayers and supports.

I remain gratitude to Allah Almighty the most high, for His endless mercy towards us. May His blessings, guidance, protection surround us in our dealings.



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List of Abbreviations

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AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CMV	Common Method Variance
CE	Customer Engagement
CEX	Customer Experience
CL	Customer Loyalty
CS	Customer Satisfaction
GDP	Gross Domestic Product
EFA	Exploratory Factor Analysis
HTMT	Heterotrait-Monotrait Ratio
GoF	Goodness of Fit
HCM	Hierarchical Construct Model
PBUH	Peace be Upon Him
PLS	Partial Least Square
PLS-SEM	Partial Least Squares Structural Equation Modeling
PSQ	Perceived Service Quality
PV	Perceived Value
NBS	Nigerian Bureau of Statistics
Ph.D.	Doctor of Philosophy
OYAGSB	Othman Yeop Abdullah Graduate School of Business
Q ²	Predictive Relevance
RM	Relationship Marketing
R ²	R-Squared
SBM	School of Business Management
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences

UUM	Universiti Utara Malaysia
UNWTO	United Nations World Tourism Organisations
VIF	Variance Inflation Factor
WOM	Word of Mouth
WTTC	World Travel and Tourism Council



CHAPTER ONE

INTRODUCTION

Overview

The severity of competition, speedy accessibility of information, coupled with substantial number of well informed and enlightened customers prevailing in today's globalised world make it very challenging for organisations to thrive. Businesses have now realised that, their future survival is not guaranteed by mere price reduction or improving the services of their offerings (Johan, Noor, Bahar, Yan & Ping, 2014). In this regard, Alnawas and Hemsley-brown (2019) maintained that this persistence of intense competition and increased customer expectations, necessitated the need to build strong bonds that will sustain long lasting loyalty between organisations and their customers so as to achieve sustainable profits and growth. That is why scholars and practitioners, attach greater importance to the concept of customer loyalty (Kandampully & Zhang 2015). Thus, it is considered to be a strategic weapon for achieving long-term competitive advantages in an environment characterised with stiff competition, turbulence and dynamism (Kandampully & Suhartanto, 2000). In fact, according to Yadab (2016), organisations can only achieve success if they attract, acquire, develop as well as retain their existing clients.

From the global perspectives, the concept of customer loyalty has been identified by scholars as the most efficient means of achieving organisational objectives (Romadhoni, Hadiwidjojo & Aisjah, 2015). A study conducted by Nokia Siemens company in 2010 revealed that 25% of the customers are not loyal to their respective service providers as they were considering switching to other service providers

(Mel, Dean & White, 2013). This scenario of intense competition and wide range of options through which customers can choose from equally applies to all sectors, specifically the hospitality domain (Mason, Jones, Benefield & Walton, 2016).

The severity of competition globally, specifically in the service industry, led to the shift from the transactional oriented to the relational marketing approach. This, according to Romadhoni, Hadiwidjojo and Aisjah (2015) necessitate the need for organisations to solicit for loyalty from their customers. Since organisations cannot thrive without customers as they are the main source of revenue and by extension profit (Chen, 2016). Globally, the rate of growth in the tourism sector has been highly unprecedented in recent time, specifically in the accommodation sub sector, thereby making the sector to be extremely competitive (Tamwatin, Trimetsoontorn, & Fongsuwan, 2015). In addition, Tefera and Govender (2017) maintained that hospitality industry, and particularly the hotel sub sector is among the few sectors that are fast expanding internationally at a higher rate. Therefore, the ability of hospitality organisations to build customer loyalty emerges as one of the most important factor that ensures their success (Donnelly, Holden & Lynch, 2009).

Considering the aforementioned points, it can be argued that the concept of customer loyalty is becoming an issue that needs to be given additional attention today. This is due to the fact that customers of today are more demanding and have a strong bargaining power (Saleem, Ahmad, & Ismai, 2016; Purohit & Purohit 2013). Importantly scholars argued that study on loyalty should be continuous

(Kandampully, Jay & Zhang Tingting, 2015). This is due to the fact that, companies now realise that sticking to meeting customers' aspiration alone will only induce them to stay with a company on a short term basis (Yan, 2015). Additionally, customer loyalty equally reduces staff turnover, as employees find it more convenient to work with the organisations that have loyal customers (Romadhoni et al., 2015). It is being considered as a strategic asset that aids organisation in achieving competitive edge (Chen, 2015), enhances sustainability, and the overall economic positions of most organisations (Nelsen, 2016).

However, presently players in the Nigerian hospitality industry are experiencing low patronage as reported by Tours (2016). Specifically, the hotels operating in Nigeria are experiencing enormous challenges leading to the decline of patronage (Nwosu & Ward, 2016). This might be due to economic turbulence the country is facing. According to Ecosystem (2016) for instance, the present decline in purchasing power and higher prices of goods and services have impacted negatively on the citizens' income. This scenario according to Chima (2016), resulted to the decline of hotels occupancy rate which fall below 35 percent.

1.1 Background of the Study

The rate upon which the tourism sector is growing in the world presently is highly commendable. The United Nations World Tourism Organizations [UNWTO] (2017) reported that the global tourism sector is expanding astronomically, thereby contributing massively towards uplifting the global economy. For instance, the

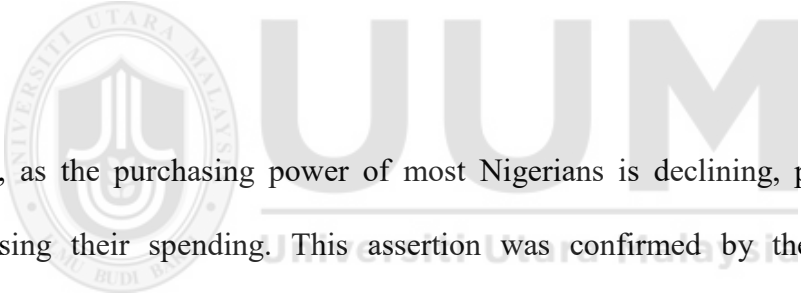
sector's contribution to the global economy in the year 2018 was in excess of US\$8.8 trillion (World Travel and Tourism Council [WTTC], 2019). This is evident considering the increment of 46 million tourists that had spent their nights abroad in the year 2016 in comparison with 2015. This testified that an excess of 300 million guests have travelled around the world in 2016, with Africa having a share of 58 million representing 18%, and the majority went to the Sub Saharan African countries patronising the services of multiple hotels. This justifies the reason why the hotel industry is among the few that are growing at an appreciable rate (Muazu, Rashid, & Zainool, 2017).

The Nigerian hotel industry is among the most vibrant in the tourism domain. Being a sector that contributes positively towards the enhancement of the Nigerian economy, the Nigerian hotels' annual growth rate is 6.2%, which is expected to be sustained (Ladipo, Rahim, Oguntoyibo, & Okikiola, 2016). Equally, the Nigerian Bureau of Statistics (NBS) testified that the accommodation sub sector of the Nigerian economy had witnessed a growth of 37.37% as of the first quarter of 2015 (NBS, 2016). According to them, the contribution of the industry to the nominal GDP as of the first quarter of 2016 was 1.21%. Similarly, in the same period (First Quarter 2016), the monetary contribution of the sector has reached N270,155.23 Billion Naira (NBS, 2016).

In effect, the overall travel and tourism sector directly contributed over N5,124 billion and 4.7% to the GDP of the country in 2016 (WTTC, 2017). Similarly, the report of the Nigerian Bureau of Statistics further indicated that the accommodation and food services sector of the country's economy has grown by 16.56% in the second quarter of 2018. This signifies an in upsurge of 10.48% points in relation to similar quarter of 2017, where the growth rate was 6.08% (Kale, 2018).

However, with the experience of the recent economic recession around the world, the impact is particularly felt in Nigeria. This is justified by recent claims by Dr Godwin Emefiele, the Governor of the country's apex bank in a Monetary Policy Committee (MPC) meeting where he emphasised that the overall economic environment remains fragile as the economy further slowed in the second quarter of the year, making it the second consecutive quarter lower than the expected performance (Premium Times, 2016, Oct, 3rd). Consistent with this, Anaeto (2016) reported that Nigeria's economy has moved to a position of stagflation where the inflationary trend had reached a double digit. Moreover, the country's GDP fell considerably by 1.98% to 3.96% as at first quarter of the year 2015. In fact, Adepoju (2017) reported that the country's economic position has been the worst in 25 years. This is as a result of the fall in oil prices, coupled with the reduction of oil output caused by the persistent pipeline attack by militants.

Consistent with the above, the hotel sector, just like most sectors in Nigeria, is presently experiencing s hurdles emanating from the current economic challenges the country is facing, which subsequently has a negative impact on customers' income (Ecosystem, 2016). This scenario has a negative impact on the overall economy of the country, particularly the hotel industry (Nwauzi, 2017; Adpoju, 2018). Specifically, Chima (2016) testified that the impact of recession to the hospitality industry has led to the fall on the hotel occupancy rate by 35%-45%. Similarly, as emphasized by Rewane in Chima (2016), "The economic recession has finished them (hotel operators) completely. With three consecutive quarters of increasing negative growth, that means some things are not working right."



In fact, as the purchasing power of most Nigerians is declining, people are now prioritising their spending. This assertion was confirmed by the Chairman of Nigerian Hotels Association, Mr. Eugene, who categorically affirmed that the hotels operating in the country are presently experiencing decline in patronage (Nwauzi 2017). Consistent with this, Nwosu and Ward (2016b) reaffirmed that one of the greatest obstacles confronting Nigerian hotels is the drop of guests' patronage.

Despite this, the numbers of hotels are still increasing in the African continent and particularly in Nigeria. Specifically, the issue of hotel proliferation in Africa and Nigeria in particular was testified by the annual survey of the Hospitality Group Hotel Chain Development Pipeline. They reported that there was an increase of 30%

hotel rooms in Africa from the previous year (Tendai, 2016). According to the survey, the increment amounted to 64,000 rooms across 365 hotels. The report further revealed that Nigeria is on top with the largest number of rooms in the pipelines.

Similarly, the Nigerian Bureau of Statistics (NBS) had also acknowledged the proliferation of hotels in the country. The report revealed that in the year 2011, there was a surge of 7,276 rooms from 39,817 in 2010 to 47,093 representing an increase of 18.27%. Likewise, an increment of 1,706 rooms has also been recorded in the year 2012 by 3.62%, totalling to 48,800 rooms (NBS, 2015). Saner, Yiu, and Filadoro (2015) equally asserted that Africa and Sub-Saharan Africa in particular have attracted huge investments from foreign hotel investors which led to a substantial increase on the number of hotels in the region.

Furthermore, it is recorded that the Nigerian hospitality market is set to overtake other hospitality sectors in other African countries as the fastest growing in the foreseeable future (BusinessNews, 2016). In agreement with this, the 2015 PwC Hospitality Outlook Report confirmed this assertion by reporting that the number of hotel rooms in Nigeria is expected to surge by over 100% in the next five (5) years. In addition, From 2015 to 2019 there was a surge of 21% available rooms in Nigeria, and the projected increment of 30% in the next five years (Calicchio, 2019). In effect, due to these proliferations of hotels in Nigeria, the main issue that hoteliers need to address

is how to retain their guests, and by extension solicit their loyalty (Chinedum, Eber & Nwakaego 2017).

Furthermore, this severity of competition existing in the hotel industry makes scholars give hotel service the status of a commodity (Mattila, 2006). A similar service is observed to be offered by most Nigerian hotels (Gbenga & Osotimehin, 2015). This increased commoditisation of hotel offerings makes it extremely difficult for hotels to compete, as it is not easy for guests to differentiate the services of competing hotels (Berezina, Bilgihan, Cobanoglu, & Okumus, 2016). Thus, the reputation earned by the hotels plays an important factor to ensure continuous patronage. In addition, hotel practitioners further agreed that hotels can distinguish themselves by embracing the doctrine of customer experience. This can be achieved when guests have a memorable experience with their chosen hotels (Crossby & Johnson, 2007; Peace & Onuoha, 2017). Similarly, the amount charged by Nigerian hotels is claimed to be high. The Oxford Business Group (2015) for instance, reported that, the cost charged by the Nigerian hotels for the services rendered are considered by many as the highest compared to most countries in Africa. For example, the rate for the standard room ranges from US\$275 to as much as US\$500. It is further argued that the quality of the services offered do not normally justify the cost incurred (Peace & Onuoha 2017). At the same time, Nigerians are known to give emphasis on the value of money in their spending behaviours (Akinde, 2016).

The increase on the number of hotels today also creates confusion among guests in selecting a particular brand (Ryu, Lee, & Gon Kim, 2012). Accordingly, hotel

scholars agreed that brand image enhances corporate esteem, profitability, occupancy rate, revenue and by extension the overall financial performance of the hotels (Lahap, Ramli, Said, Radzi, & Zain, 2016). In fact, Kandampully and Suhartanto (2003) asserted that image had an influence on customers' value which in turn served as a predictor of loyalty.

Also, the severity of competition and complexities in today's business environment, the advancement of information technology, and customers' sophistication paved way for the availability of multiple alternatives (Kandampully, Zhang & Tingting, 2015). The need to have emotionally attached and connected customers becomes necessary (Enginkaya & Esen 2014). Hoteliers, therefore, should strive to ensure that respective guests need to be absorbed and become engrossed with their brands to determine their level of engagement (Hapsari, Clemes & Dean, 2017). Further, when guests are engaged with their hotel of choice, they are likely to be identified with such hotels, and that will go a long way in motivating the customers and to recommend the hotels to others. It is therefore presumed that embracing the concept of customer engagement as an emerging construct that predicts loyalty will go a long way in retaining and soliciting their loyalty (Hapsari et al., 2017; Kandampully, Zhang & Tingting, 2015).

In view of this, therefore, the present study investigates the mediating effect of customer satisfaction on the relationship among the predictors of customer loyalty which comprises perceived service quality, perceived value, customer engagement

and image, and their impact on customer loyalty, moderated by customer experience in the Nigerian hospitality industry, specifically in the hotels operating in Kano State.

1.2 Problem Statement

The persistence of competition prevailing in the hospitality context and hotel industry in particular has mandated hotel owners to devise multiple strategies to survive by winning the competitive war. Also, today's customers are well informed and have multiple alternatives to choose from. Customers are also becoming extremely demanding and have high bargaining power. They are therefore presumed to patronise the organisations that have good reputation and offer maximum value for their money, with superior quality capable of meeting and exceeding their requirements.

Similarly, the devaluation of Naira occasioned by the falling of oil prices retards the economic growth of the country in the year 2015. This prompted the Central Bank of Nigeria to impose foreign exchange restrictions in 2016 which subsequently impacted negatively on foreign inflow to the country (Calicchio, 2019). Importantly, the soaring inflation depreciated the value of Naira by 45% in relation to the US dollar between 2015, to 2017 (Calicchio, 2019). This scenario has impacted on the overall economy of the country. In fact, the purchasing power of the citizens has been declining significantly and people are now prioritising their spending.

The poor performance of the Nigerian tourism industry and the hotel sector in particular has been significantly linked with lack of customer loyalty, which has been attributed to various issues such as poor services and inexperienced staff who are capable of providing quality services to the customers. Mr. Gbenga Oladele a hotel consultant while holding an interview with newsmen in Lagos confirmed this assertion on the 29th of July 2016. He mentioned that “Nigerian guests are not normally loyal to a given hotel; as enhanced services coupled with affordable prices are lacking” (Oladele, 2016 p 2). He further emphasised that the need for experienced workforce and superior quality service in line with global requirements must be addressed. This scenario justifies the assertion made by Kotler and Keller (2012) in which loyalty is a function of experience, workforce and superior quality.

Moreover, the services offered by most hotels are mostly identical. Berezina, Bilgihan, Cobanoglu, and Okumus (2016) affirmed that due to this commoditisation of hotel offerings, it becomes imperative for hoteliers to embrace the concept of customer loyalty in order to lock on their existing guests. Similarly, a wide spread proliferations of hotels is widely established (Gawuna, Abdul Rahman, Abdul Rahman, & Ramli, 2017; Bilgihan, Madanoglu, & Ricci, 2016; Tendai, 2016). This to large extent will induce the hoteliers to devise means of not only attracting guests, but also maintaining and retaining the existing ones. Therefore, the quest for winning the competitive battle compels the hotel industry managers to employ various strategies aimed at achieving competitive advantage, and one of such measure according to Kim and Park (2016) is the adoption of customer loyalty.

Several marketing constructs were used by various scholars to predict customer loyalty in both anecdotal and empirical studies (Yadab, 2016). For example, service quality (e.g., Yang & Lau, 2015; Tefera & Govender, 2017; Caruana, 2002; Kim & Kim, 2016; Saleem, Ahmad, & Ismai, 2016), customer satisfaction (e.g., Valenzuela, 2006; Qiu, Ye, Bai, & Wang, 2015; Rai & Medha, 2013; Nyadzayo & Khajehzadeh, 2016; Zakaria, Jusoh, Hafizuddin, Ghazali, & Johar, 2016), image, (e.g., Singh & Kurobuza, 2015; Ayuni, Hussein, & Handrito, 2015), trust (e.g., Aydin & Ozer 2005), and switching cost (e, g., Chuah, Rauschnabel, Marimuthu, & Nguyen, 2017). Further, extant literature indicated that a direct positive link has been established between service quality and customer loyalty in prior studies (Liat et al., 2017; Akther, 2017; Kim & Kim, 2016; Yang & Lau, 2015; Makanyeza & Chikazhe, 2017a; Liat & Lew, 2015).

A positive and significant relationship has also been recorded between perceived value and customer loyalty by past researchers (Jana & Chandra, 2016; Liat & Lew, 2015; Picón-Berjoyo et al., 2016; Yang & Peterson, 2004). Similarly, direct and significant connections between image and customer loyalty were also found by past studies (Kandampully & Hu 2007; Sajtos, Kreis, & Brodie, 2015; Neupane, 2015; Al-msallam 2015; Agyei & Kilika, 2014). Further, empirical evidences have validated a positive link between perceived service quality and customer satisfaction (Saleem & Raja, 2014; Tefera & Govender, 2017; Awwad, 2012; Kassim & Abdullah, 2010; Annamdevula & Bellamkonda, 2016; Hussain, Nasser, & Hussain, 2015). At the same time, positive and significant relationships were found to exist

between perceived value and customer satisfaction in numerous researches (Awwad, 2012; Jin, Lee, & Lee, 2015; Kim & Park 2016; Ramseook-munhurrun, Seebaluck, & Naidoo, 2015; Hussain et al., 2015). Likewise, prior studies have also found that image impacted positively on customer satisfaction (Ashraf, Ilyas, Imtiaz, & Ahmad, 2018; Neupane, 2015, Al-msallam 2015; Jin et al., 2015; Morgan & Govender, 2017; Hussain et al., 2015).

Therefore, customer satisfaction is positioned to serve as a mediator on the relationship between the independent variables of this study (comprising of perceived service quality, perceived value, customer engagement and image) and the dependent variable (customer loyalty). According to Richard (2017), hotels can no longer win their competitive battle by merely focusing on the luxury, cleanliness and reliability of their rooms. Instead, it is by making sure that their guests become happy and ensure that their expectations are met and exceeded. In addition, customer satisfaction was found to be a determinant of customer loyalty in a number of studies (Makanyeza & Chikazhe, 2017b; Jana & Chandra, 2016; Aydin & Ozer, 2005; Kim, Vogt, & Knutson, 2015; Magasi, 2016; Zakaria et al., 2016; Qiu et al., 2015).

In contrast, others maintained that customers will not be loyal by merely being delighted with organisational offerings (Oyner & Korelina, 2016; Jiang & Zhang, 2016; Yang & Lau, 2015; Bowen & Chen, 2001). For instance, Kwak, McDaniel and Kim (2012) pointed out that customer satisfaction does not predict customer loyalty. Kumar, Pozza and Ganesh (2013) also confirmed that the connection

between customer satisfaction and customer loyalty is weak and incapable of determining loyalty. In addition, Curtis, Abratt, Rhoades and Dion (2011) in their meta-analytical review also found that satisfaction does not predict consumers' repurchasing behaviour. Furthermore, Dagger and David (2012) emphasised that by merely enhancing satisfaction, greater customer loyalty will not be achieved. In addition, Griffin (1997) asserted that organisations should not solely rely on satisfying their customers as a means of achieving customer loyalty, as satisfaction level does not necessarily translate into loyalty. Therefore, these inconsistent findings necessitated the need to have a moderating mechanism capable of strengthening this relationship (Oh & Kim, 2017; Kumar et al., 2013).

Moreover, an important construct such as customer experience is sparsely studied in the hospitality context despite several calls by scholars (Jain, Aagja, & Bagdare, 2017; Kim, 2018). In particular, Srivastava and Kaul (2016) reaffirmed the dearth of studies involving the construct in predicting customer loyalty despite its recent attraction by the academia and practitioners. As attitudes are being shaped by present and future customer experience (Srivastava & Kaul, 2016), loyalty is assumed to be achieved when an organisation successfully imbibes effective customer experience. Furthermore, unlike physical goods, the core products provided by hospitality firms (services) is largely influenced by the experiences of the customers and/or their involvement in such services, especially in hotels where services offered are mostly experiential in nature (Pijls, Groen, Galetzka, & Pruyn, 2017), hence the intervention of this study to enrich the literature.

Therefore, customer experience has thus been suggested as a construct that will strengthen the satisfaction-loyalty relationship (Patterson, 2016). In fact, the construct has also been recommended to moderate the relationship among customer loyalty predictor variables by Kim, (2018) and Srivastava and Kaul (2016). Specifically, being a construct which has recently attracted the attention from the academia and practitioners (Srivastava & Kaul, 2016), the paucity of studies relating the concept explains that loyalty exists. Similarly, customer experience occurs in numerous situations and contexts, and going by the claims of Hwang and Seo (2016) that the variable is an emerging one in the marketing domain, there is a need for it to be suited to the peculiarities of the context of a study and the need to further explore or validate the existing scale. In effect, apart from using customer experience as a moderator on the link between satisfaction and loyalty in the hospitality domain, this study equally intervenes to validate the scale of the construct developed by Pijls et al. (2017).

Another vital issue is that past empirical studies failed to test the mediating effect of customer satisfaction on the relationship between some predictors of customer loyalty comprising of perceived service quality, perceived value, customer engagement, and image, with customer experience moderating the customer satisfaction-customer loyalty relationship. In fact, there is a dearth of studies addressing the mediating relationship between these variables on customer loyalty. This study therefore intervenes toward filling the review gap as no previous studies to the best of the researcher's knowledge have used the variables of this study as a

unified framework with customer satisfaction as a mediator and customer experience moderating customer satisfaction-customer loyalty relationship.

Additionally, quite a number of previous models on customer loyalty are fragmented, considering their inability to involve a mediator, or a moderating variable capable of influencing customer loyalty (Oh & Kim, 2017). Hence, more researches are needed to examine other mediating or moderating variables that can influence the enhancement of customer loyalty (Kumar et al., 2013 ; Kim and Kim, 2016; El-Manstrly, 2016; Kim, 2018). Specifically, Oh and Kim (2017) made an extensive review of 242 hospitality and tourism studies in the well-known journals of hospitality and tourism along with business journals for the past 16 years (2000-2015), which solely relate to customer satisfaction, value, along with service quality. They suggested the inclusion of a mediating and/or moderating variable in the forthcoming studies, specifically on the connection between customer satisfaction and customer loyalty which is assumed to be influenced by a moderator due to considerable number of studies that reported mixed findings on these relationships. Hence, Kumar, Pozza and Ganesh (2013) recommends the use of a moderating variable to strengthen the relationship on the ground that even satisfied customers can also defect.

Also, providing quality services to the guest is among one of the daunting challenges that hotels are facing today (Tefera & Govender, 2017b). Surprisingly, the dearth of studies regarding the concept of service quality in hotels has been revealed (Bekir & Demirer, 2015). In effect, Nasiru, Okunola and Yina (2013) argued that the services

rendered by some Nigerian hotels are not in agreement with the guests' expectations despite the improvement and sophistication of their superstructures. They further assert that Nigerian hotels regardless of their star rating are known for their below average service delivery. Also, service quality is considered to be an organisational life given blood (Clow & Vorhies 1993) which is prominent among the numerous challenges confronting the Nigerian hospitality industry as highlighted by Nwosu and Ward (2016) including the deficiency of an enhanced service culture.

Furthermore, scholars such as Pizam, Shapoval and Ellis (2016) and Worsfold Kate (2016) are of the belief that quality alone can no longer provide a significant competitive advantage to the organisations. Hence, the need to focus on other areas which according to Ryu, Lee and Gon Kim (2012) is the need for organisations to provide enhanced and superior value to the customers. Looking at value from the Nigerian context, most customers attach more prominence to monetary value by ensuring that they maximise value for their money when purchasing a given product or patronising services (Adepoju, 2018; Hapsari, Clemes, & Dean, 2016).

More importantly, scholars do not agree on the exact factors that trigger loyalty, as they are context and industry-specific (García de Leaniz & Rodríguez Del Bosque 2015). In particular, Lewin, Rajamma and Paswan (2015) affirmed that the existing knowledge on the predictors of customer loyalty in the service industry remains inadequate, due to the variations in the findings from existing studies which might be as a result of the fact that in the service domain, the drivers of customer loyalty differ

compared to physical products. García de Leaniz and Rodríguez Del Bosque (2015) also maintained that factors that predict consumers' loyalty are context as well as industry specific. Perhaps, that is why Mason, Tideswell and Roberts (2006) asserted that the complexity and dynamism of loyalty was determined by the interaction and combination of numerous key variables.

“...but there is no general agreement on what creates loyalty to a hotel, or how to increase it, or even how to define it...” (Mason, Tideswell & Roberts 2006 p. 191).

This is also in agreement with Fatma and Rahman (2017), who posited that there is no agreement by scholars on the precise variables that predict loyalty in the hotel context, and such studies should be continuous.

Recently, Hapsari et al. (2017) argued that other factors such as perceived value and customer engagement beyond quality need to be available for consumers to be loyal to the organisational offerings. In fact, Kandampully, Zhang and Tingting (2015) in their meta-analysis with specific reference to the hospitality industry categorically recommended the need for future studies to understand these emerging constructs, one of which is customer engagement and determine how it predicts customer loyalty in the hospitality domain.

Specifically, the concept of customer engagement has received attention from both researchers and practitioners in view of the dynamism and high level of interactions associated with today's business environment. This may be because of the significant role the concept is playing towards enhancing customer experience and their value

(Brodie, Hollebeek, Jurić, & Ilić, 2011b). Despite this, there is dearth of empirical studies that address the concept of customer engagement in spite of its anticipated usefulness as an emerging construct in predicting loyalty (Hapsari et al., 2017; Kam, So, King, Sparks & Wang, 2014).

Also, Vivek, Beatty, Dalela and Morgan (2014) emphasised that the concept of customer engagement has been well researched in other disciplines ranging from education, psychology and information system. However, the dearth of studies in the marketing context, specifically in relating the concept with customer loyalty, has been acknowledged (Kandampully, Zhang & Tingting, 2015). In essence, Kandampully et al. (2015) conducted a comprehensive meta-analysis study in which extant literature regarding the determinants of customer loyalty were fully examined and synthesised, which recommended the inclusion of the construct as a predictor of loyalty in the hospitality domain in today's business environment.

Similarly, although the majority of the customer engagement studies focus on online settings, So et al. (2012) confirmed that it can equally be applicable in offline contexts as opinions coupled with the advice of current customers have a great impact in influencing consumers' purchase decision. This study therefore intervenes to contribute towards enriching the knowledge gap by introducing the concept of customer engagement.

Furthermore, another issue worthy of consideration is that some of the constructs used in this study face conceptualisations and measurement challenges. For example, scholars maintained that customer engagement being an emerging concept in the field of marketing has unresolved issues due to its conceptual ambiguity along with measurement challenges (Asperen, Rooij, & Dijkmans, 2018; So, King, & Sparks, 2012). This applies equally to the concept of customer experience (Pijls, Groen, Galetzka, & Pruyn, 2017; Alnawas & Hemsley-brown, 2019), and perceived value (Alnawas & Hemsley-brown, 2019), hence the need for the intervention of this work towards the methodological contributions.

Contextually, most studies related to customer loyalty are conducted outside Africa, as they were mostly conducted in advanced countries ranging from North America, Europe and Asia, whose findings may not necessarily be of benefit to Africa and Nigeria in particular. Also, they were mainly conducted in the context of banks, automobiles, insurance and airlines, neglecting the hotel industry, which plays an equally pivotal role towards boosting the economy. Similarly, despite the submission of Adeleke and Aminu (2012) that customer loyalty is among the most researched areas in the service marketing scholarship, there is paucity of studies with respect to Nigeria regarding the antecedents of customer loyalty. The meta-analytic study of Kandampully and Zhang (2015) also recommends that research in less developed countries should be encouraged in view of their peculiarities. Furthermore, the results obtained in developed countries may not necessary be generalised and applicable to other less developed or developing countries like Nigeria possibly due

to cultural dissimilarities (Izogo, 2016). This study, therefore, intervenes to address this contextual gap. Thus, the study examines the impact of some determinants of customer loyalty comprising of perceived service quality, perceived value, customer engagement and image mediated by customer satisfaction, while customer experience moderates the link between customer satisfaction and customer loyalty in the context of the Nigerian hotel industry.

1.3 Research Question

This study is designed to answer the following key questions:

- i. Does perceived service quality influence customer loyalty in the Nigerian hotel industry?
- ii. Does perceived value influence customer loyalty in the Nigerian hotel industry?
- iii. Does customer engagement influence customer loyalty in the Nigerian hotel industry?
- iv. Does image determine customer loyalty in the Nigerian hotel industry?
- v. Does the customer satisfaction affect customer loyalty in the Nigerian hotel industry?
- vi. Does customer satisfaction mediate the relationships between perceived service quality, perceived value, customer engagement and image on customer loyalty in the Nigerian hotel industry?
- vii. Does customer experience moderate the relationships between customer satisfaction and loyalty in the Nigerian hotel industry?

1.4 Research Objectives

The main objective of the study is to evaluate the mediating effect of customer satisfaction moderated by customer experience on the relationship between determinants of customer loyalty in the hospitality industry in Kano, Nigeria. The specific objectives of the study are:

- i. To examine the influence of perceived service quality on customer loyalty in the Nigerian hotel industry.
- ii. To examine the influence of perceived value on customer loyalty in the Nigerian hotel industry.
- iii. To examine the influence of customer engagement on customer loyalty in the Nigerian hotel industry.
- iv. To investigate the influence of image on customer loyalty in the Nigerian hotel industry.
- v. To examine the influence of customer satisfaction on customer loyalty in the Nigerian hotel industry.
- vi. To investigate the mediating effect of customer satisfaction on the relationships between perceived service quality, perceived value, customer engagement, image and customer loyalty in the Nigerian hotel industry.
- vii. Assess the moderating effect of customer experience on the relationship between customer satisfaction and customer loyalty in the Nigerian hotel industry.

1.5 Scope of Research

The focus of this study is to examine the relationship between customer loyalty predictors comprising of perceived service quality, perceived value, customer engagement, brand image, customer satisfaction and customer experience in the Nigerian hospitality industry. Specifically, the study covers hotel operations in the Kano state of Nigeria. The hotel guests represent the respondents of this study. This is on the ground that they are the reason for the existence of the hotels (Purohit & Purohit, 2013). In fact, without guests, the hotel business may cease to exist (Ogle, 2009; Worsfold et al., 2016). In effect, perceived value, satisfaction, experiences and image should be considered from the guests' point of view. Also, Parasuraman, Zeithaml and Berry (1985) reiterated that service quality should be viewed from customers' perspectives. As such, they determine the level and quality of the services offered to them by service providers. When the guests are pleased and contented with the services provided to them, they are likely going to re-patronise such organisations and by extension communicate the organisational offerings to others (Cronin & Taylor (1992). Therefore, the individual guests will serve as the unit of analysis as far as this study is concerned.

Specifically, the study is conducted in Kano, which is the most populous state in Nigeria and the second most vibrant non-oil economy, popularly referred to as the centre of commerce which is traced to the period of the Trans-Saharan Trade (Gorondutse, 2014; Gorondutse & Gawuna, 2017; Kano State Investors Handbook, 2013). In addition, the state has the highest number of hotels in northern Nigeria due

to its importance and status as the centre of business operations, otherwise referred to as the 'centre of commerce'. Astonishingly, there is dearth of studies relating to the country's hotel context, especially with respect to marketing despite the large concentration of hotels in the state coupled with low patronage that the hotel sector is experiencing (Yusuf & Akinde, 2015). In agreement with this, the country's bureau of statistics reaffirmed that the accommodation/food service sub-sector is considered to be the most viable and economically vibrant in the Nigeria's service industry which now faces some challenges ranging from security and negative global image portrait (NBS, 2015).

1.6 Significance of Research

Theoretically, this study offers more empirical findings on the factors that trigger customer loyalty. One of the theoretical contributions of the study lies on its inclusion of customer engagement as an emerging concept, which is anticipated to determine customer loyalty in the hospitality context. Likewise, the addition of customer experience construct, which is rarely used in the hotel domain, is also aimed at enriching the body of knowledge. Additionally, since substantial numbers of studies in the field of hospitality were not grounded on powerful underpinning theories (Oh & Kim (2017), the intervention of this study will also contribute theoretically. Two theories, the social exchange and the confirmation-disconfirmation served as the basic foundation through which the study is grounded. Hence, in line with the theoretical insight, the study proposed the mediating and moderating role of satisfaction and customer experience on the relationship between

perceived service quality, perceived value, customer engagement, image and customer loyalty.

Most studies within the context of hotels adopted the SERVQUAL measurement of quality using the well-known five dimensions of assurance, tangible, empathy, reliability along with responsiveness (Achmad & Fernandes, 2018; Jasinskas, Streimikiene, Svagzdiene, & Simanavicius, 2016; Minh, Ha, Anh, & Matsui, 2017). However, this study used the modified version of the model (HOLSERV) developed by Wong et al. (1999) consisting of three dimensions, which are employees, tangibles and reliability to suit the peculiarities of the hotel context. Furthermore, the validation of the customer experience measurement developed by Pijls et al. (2017) will also contribute methodologically.

Also, the study is among the very few of its kind that relates to the hotel industry in Nigeria particularly the northern part, which is expected to produce robust findings that will be useful to both academicians and managers in the industry. Furthermore, the findings will equally be of value to other researchers who intend to continue from where this study ends by paying more attention to the wider field of the tourism and hospitality domain of Nigeria, which according to the 2015 report of Travel and Competitiveness revealed that the sector is neglected, backward and poorly ranked globally (World Economic Forum [WEF], 2015).

Managerially, it is also expected that the findings of the study will expand our knowledge of customer loyalty. It will equally go a long way in guiding hotel

managers on the combination of loyalty determinants relevant to them, especially for the Nigerian hotels.

1.7 Definition of Key Terms

The following represents the definition of the key terms used in the study.

Perceived Service Quality

The act of measuring the superiority of the services delivered by organizations, which is the extent of difference that exist between customers' normative expectations of a service in relation to their perceptions regarding the service performance (Parasuruman, Zeithaml, & Berry 1988).

Perceived Value

Perceived value represents the consumer's general assessment with respect to the utility derivable from a given product or service depending on what he got in relation to what he offered (Zeithaml, 1988, p. 14).

Customer Engagement

Customer engagement denotes physical, cognitive and emotional ties that exist between customers and their selected products resulting to the establishment of a deeper and connected relationship (Mansur & Ali, 2017). A customer is said to be engaged when he is emotionally attached to a given product or service that may lead to his loyalty for such product/service.

Image

Image signifies the entirety of a customers' beliefs and impressions with respect to the reputation and history of a particular brand, destination or even a person obtained from various sources (Durna, Dedeoglu, & Balikçioğlu 2015). It could also be “a set of perceptions about a brand as reflected by brand associations in consumer's memory” (Keller 1993, p. 3).

Customer Satisfaction

Customer satisfaction denotes to pleasurable attainment by customers occasioned by the discrepancies of service performance with their expectations during service encounter (Oliver, 1980).

Customer Experience

Customer experience is described as a holistic concept, representing the sum of feelings, perceptions and attitudes created during successive stages of the consumption process as a result of the interactive process. It is created by integrating customer interaction, co-creation and personalization in the experiential value creation involving value in pre-use, value in use and value in post-use (Jain et al., 2017 p 658).

Customer Loyalty

Repetitive patronage of a product or service and recommending the same to others without any outright benefit (Aydin & Ozer, 2005). Or, it signifies the strength of the

relationship between an individual's relative attitude and repeat patronage (Oliver, 1997 p 392).

1.8 Organisation of the Thesis

There exist five chapters in the study. Chapter One provides the introduction of the whole work. Specifically, it covers the study background, problem statement and the research questions. Other areas captured include the research objective, the study scope, the significance of the study as well as the definitions of the key terms. The conceptualisations along with review of the existing literature are presented in Chapter Two. It begins with the deliberation on relationship marketing in the hospitality domain. The chapter also elaborates on customer loyalty, perceived service quality, perceived value, customer engagement and customer satisfaction. Similarly, the underpinning theories, which provided the foundational support of the study were discussed. Finally, the research framework along with the research hypotheses is equally presented. Chapter Three elaborated on the methodology adopted in the study. In effect, the research design, the population and sample of the study, unit of analysis, data collection, data analysis technique as well as the chapter summary are discussed. The results of the study were presented in Chapter Four, specifically the evaluation of both measurement and structural models. Chapter Five encompasses the discussions of findings. The contributions of the study along with the suggestions for the upcoming studies were explained.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with literature review related to the concept of customer loyalty and some of its determinants. Specifically, the chapter starts by discussing the concept of customer loyalty, then elaboration on relationship marketing in the hospitality domain follows. Also, the concepts of perceived value, customer engagement and image along with their various dimensions as well as their relationships with customer loyalty are deliberated. Equally, customer satisfaction and its relationship with customer loyalty are examined. Moreover, the mediating effect of customer satisfaction on its relationship with the independent variables on the dependent variable is discussed. Also, the moderating effect of customer experience on the connection between customer satisfaction and customer loyalty is elaborated. A discussion on the literature gap is presented, and lastly the chapter summary is also highlighted.

2.2 Customer Loyalty

Customer loyalty is a concept that is of significant relevance not only in the academic domain, but also to practitioners in various industries (Jana & Chandra, 2016; Berry, 1995; Emeka, 2017; Hapsari, Clemes, & Dean, 2017; Kandampully, Zhang, & Bilgihan 2015; Kim & Kim, 2016; Morgan & Govender, 2017; Picón-Berjoyo, Ruiz-Moreno, & Castro, 2016). The vast interest in the customer loyalty research may be due to the pivotal benefits it offers to both organisations and the

customers as well (Martinez, 2015), given that it assists customers in reducing the risks involved in selecting a particular service provider over others (Polo, Jamilena, & Molina, 2013). Similarly, Yang and Peterson (2004) added that the time spent in searching and evaluating alternatives is greatly minimised when consumers are loyal to a given organisation. Also, customers are in a better position to shun the learning process, which is responsible for consuming a valuable portion of their time and energy before being familiarised to the new vendor. That is why considerable attention is needed on the part of researchers to be geared towards customer loyalty.

The benefits of customer loyalty on the path of organisations have thus been extensively addressed in a plethora of studies. For example, Bowen and Shoemaker (1998) asserted that loyal customers are not normally influenced by price increment, are cheaper to maintain, and similarly attract new buyers by spreading to others positive word of mouth about an organisation. Cossío-Silva, Revilla-Camacho, Vega-Vázquez and Palacios-Florencio (2016) also revealed that customer loyalty is part of the greatest intangible assets firms should strive to have due to its role as a competitive weapon. Nyadzayo and Khajehzadeh (2016) viewed customer loyalty to be a determining factor in measuring firms' successes.

In addition, apart from its contribution in achieving competitive advantage (Rai & Medha, 2013), it equally plays a pivotal role in enhancing the corporate image of an organisation (de Leaniz & Bosque Rodríguez, 2016). Equally, Tefera and Govender (2017) further stressed that apart from cost advantage that loyal customers bring to

organisations, they also play a vital role towards positive word of mouth advocacy. Additionally, customer loyalty helps in achieving organisational performance (Picón-Berjoyo, Ruiz-Moreno, & Castro, 2016; Nyadzayo & Khajehzadeh, 2016 ; Pena Ana, Dolores, & Miguel, 2016) and also plays a vital part in achieving market leadership (Ming-Lu 2016; Qiu, Ye, Bai & Wang, 2015).

Put differently, the role of customer loyalty in achieving competitive advantage in the hotel industry had been well acknowledged (Cheng & Lew, 2015; Lkhamtseden & Altanchimeg 2017; Liat, Mansori, Chuan, & Imrie, 2017; Martínez, 2015; Kim & Park, 2016; Tefera & Govender, 2017). Shoemaker and Lewis (1999) affirmed that it is the future of the hospitality industry, and Purohit and Purohit (2013) added that for customer loyalty to be achieved in the hospitality industry, long term relationships must be achieved. Hence, a dedicated focus on the core determinants of guest loyalty is the necessary prerequisite for the future survival of hotels s (Kandampully, Zhang, & Bilgihan, 2015). In fact, the benefits of loyalty in achieving overall organisational objectives have been emphasised in a plethora of studies (Reichheld & Sasser 1990; Kasiri, Guan Cheng, Sambasivan, & Sidin, 2017; Emeka, 2017; Kandampully & Suhartanto, 2000; Fatma & Rahman, 2017; Morgan & Govender, 2017). For example, loyal customers act as ambassadors to such organisations (Makanyeza & Chikazhe, 2017), serving as agents by spreading positively about organisational offerings through word of mouth (Kandampully & Zhang (2015). The cost of acquiring new customers is higher than that of retaining the existing ones (Kim,

2018), as they have higher repeat purchasing tendencies and are not easily swayed or lured by the competitors' prices.

To this end, customer loyalty is considered as an area that attracts researchers' attention particularly in the marketing domain. This may not be unconnected with the severity of competition prevailing in today's turbulent and dynamic environment (Hapsari et al., 2017). Also, the findings regarding the drivers of customer loyalty differ across industries as they are context-specific (Lewin, Rajamma, & Paswan, 2015). Furthermore, there is a general agreement among scholars and practitioners that the achievement of organisational strategic goals lie on their ability to ensure the enhancement of their customers' loyalty (Nyadzayo & Khajehzadeh 2016; Oyner, Olga and Korelina, 2016; Yoo & Bai, 2013). For instance, the willingness to spend more is much higher among loyal customers (Martinez, 2015; Bowen & Shoemaker, 1998). They spread positive information about organisational offerings to others (Bilgihan et al., 2016; Kim & Kim, 2016), they cannot easily be swayed by competitors' offerings (Jin, Line, Nathaniel Discepoli & Merkebu, 2016), and they are more profitable to the organisation as the cost of acquiring new customers is reduced which ultimately increases organisational earnings (Dimitriades, 2006; Bowen & Chen, 2001). Furthermore, Cossío-silva and Revilla-camacho (2015) asserted that the customer loyalty represents one of the most important intangible assets organisations should aspire to possess, considering its role as a competitive weapon. It should therefore be of great concern when conducting strategic management planning (Zins 2001).

Due to the assertion that customer loyalty is one of the concepts that scholars find difficult to define (Bowen & Chen, 2001b), they have succeeded in coming up with a plethora of definitions. For example, Dick and Basu (1994 p 94) defined loyalty as “the strength of the relationship existing between an individual’s relative attitude and his repeat patronage”. On his part, Oliver, 1997 p 392) gave the definition of the construct as:

“... deeply held commitments to rebuy or re patronise a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior”.

Equally, Hur, Park and Kim (2010 p, 2296) gave the definition of loyalty “as the continuous repurchasing of (or on-going supporting behaviour towards) a preferred product or service, irrespective of other options and/or marketing efforts to induce swapping to competitors.”

It can thus be asserted from the above definitions that loyalty denotes to the ability of customers to stick to organisational offerings and give positive communication to others about such offerings. This will therefore have an impact towards positioning the organisations to withstand the immense competition prevailing in today’s marketing environment.

Similarly, despite the lack of agreement among scholars regarding the definition of loyalty, extant research revealed that loyalty represents a mixture of attitudes and

behaviours which firms normally embrace in order to achieve their competitive objectives (Melnik, Van Osselaer, & Bijmolt, 2009; Watson, Beck, Henderson, & Palmatier, 2015). In effect, customer loyalty has been conceptualised by some scholars into three distinct perspectives; the behavioural perspectives of customers, the attitudinal perspectives, as well as the composite viewpoint (Bowen & Chen, 2001; Zins, 2001). They further argued that the behavioural perspective equally referred to as 'purchase loyalty' mainly focuses on the repeat purchasing behaviour of the customers regarding their purchase history. In fact, the concern of the behavioural perspective is on past behaviour instead of future actions of the customers. Similarly, behavioural loyalty reflects the real 'share of wallet', which is the extent of buying a particular product or service or making use of the product/service, which involves intentions to re-buy (Yoo & Bai, 2013). Hence, behavioural loyalty is of utmost importance to academia as well as to the various industry managers considering its crucial impact towards boosting organisational revenue along with uplifting the overall prosperity of the service providers (Chao, 2008).

On the other hand, attitudinal loyalty viewed loyalty to be the results of psychological processes which gauge loyalty based on the extent of consumers' affection to a particular brand (Petrick, 2004a). According to Bowen and Chen (2001), attitudinal loyalty signifies consumers' inclination or favourable attachment toward a particular brand, which is reflected through the actions of the customers in recommending the organisational offerings to others or customers' commitment

toward re-patronising their chosen brand (Gremler & Brown 1996). In effect, they assert that preference loyalty is said to be developed when consumers have a positive attitude to a given service provider.

However, proponents of composite loyalty suggest that loyalty should not be described with either behavioural or attitudinal loyalty alone. Rather, consideration should be accorded to both of them simultaneously (Dick & Basu, 1994; Backman & Crompton, 1991). On their part, Dick and Basu (1994) conceptualised loyalty using repeat patronage to proxy behavioural dimension, and relative attitude in place of attitudinal loyalty. They further categorised relative attitude into three, comprising of cognitive, affective and conative loyalty.

Oliver (1999) on his part, made a categorisation of customer loyalty into four sequential phases. They are;

1. Cognitive loyalty, which signifies that the customer has an assurance about the product's superiority over that of competitors, and therefore decides to select it over the competing products. His buying decision is thus largely affected by the availability of information regarding the brand as well as the perceived benefits associated with the product.
2. Affective loyalty; at this stage, customers develop a positive attitude towards their selected brand due to the product's capability in meeting customers' expectations.

3. Conative loyalty: This phase is associated with a high level of involvement driven by strong intentions to patronise organisational products which pave the way to the emergence of intense loyalty, equally referred to as conative loyalty.
4. Action loyalty: Here, customers are highly motivated and are more than ready to get rid of any obstacle capable of influencing their patronage toward their chosen products.

Equally, the postulation of Oliver (1997) re-emphasised that customer loyalty is categorised into two main classes, which are attitudinal as well as behavioural loyalty. He asserts that attitudinal loyalty evolves through three stages, namely cognitive loyalty, affective and conative loyalty, while behavioural loyalty is referred to as action loyalty. In effect, whereas behavioural perspective emphasises on past experience, the emphasis with regard to attitudinal loyalty is on future actions (Zins, 2001). Thus, customer loyalty is reflected in a wide range of behaviours, prominent among them are in the form of repeat purchasing from an organisation and recommending organisational offerings to others (Dimitriades, 2006; Polo Pena et al., 2013). To this end, Emir (2016) equally asserts that for genuine loyalty to be achieved, a mixture of both attitudinal and behavioural dimensions must be employed.

In effect, Dick and Basu (1994) perceived loyalty to be the extent at which individuals are connected with an organisation in relation to their attitude towards their offerings as well as their repeat purchasing behaviours. Moreover, Yang and

Peterson (2004) agreed that proponents of attitudinal loyalty believed that customer loyalty is reflected by customers' aspirations to remain with their desired service providers. On the other hand, behavioural loyalty portrays repeat patronage on the part of the customers towards a particular brand, as behavioural loyalty is linked with the buyers' behavioural purchase as well as repurchases behaviours. Some scholars such as Emir (2016) believe that attitudinal loyalty should be considered as a prerequisite for the achievement of genuine loyalty, considering that it symbolises repurchase intent, positive word of mouth as well as recommendations (Yoo & Bai, 2013).

Conversely, behavioural loyalty describes the extent to which people repeatedly engage in purchasing or patronising organisational offerings (Gremler & Brown, 1996). Thus, the behavioural approach to loyalty does not consider psychological factors associated with consumers' action. It does not consider the fact that consumers' repurchase behaviour may exist due to some situational constructs. These may include lack of reliable alternatives, consumers' habit or even usage situations (Valenzuela & Arturo, 2006).

In sum, Yadab (2016) stressed that some of the outcomes of customer loyalty, including the attitudinal, behavioural, as well as the cognitive and affective dimensions are improving the strength of preference, enhanced financial performance, positive attitude toward the organisation and the brand as well as the willingness to make referrals. Others include feeling of being cooperated, surge in

sales volume, feelings of attachment, positive word of mouth, repurchase intentions, enhanced share of wallet, being emotionally concerned about the organisation and its brands as well as reducing switching intentions (Yadab, 2016).

In essence, some categories of researchers such as Caruana (2002), Gremler and Brown (1996), Dick and Basu (1994), and Oliver (1997) agreed that loyalty is a combination of both attitudinal as well as behavioural dimensions. Therefore, this study considers customer loyalty from both attitudinal and behavioural perspectives. This is in agreement with the assertion of Naehyun and Jerusalem (2016), who posited that hospitality researchers agree that loyalty should encompass both attitudinal as well as the behavioural dimensions. In fact, unlike past studies which conceptualised loyalty reflecting only on the attitudinal component or behavioural aspect alone, this study is among the few that captures loyalty from both attitudinal and behavioural perspectives.

In effect, among the literature gaps that this study filled is that most studies regarding customer loyalty made use of either behavioural or attitudinal loyalty as the dependent variable, with many studies concentrating on behavioural loyalty. However, this study considered both the behavioural and attitudinal aspects to proxy loyalty. Mencarelli and Lombart (2017) asserted that restricting loyalty to only the behavioural dimension may result in inaccurate conclusions. This may be due to distinctions that exist between consumers' intentions and their future behaviour, as behavioural intentions do not necessarily translate into actions.

Scholars recognise the concept of relationship marketing (RM) as paradigm shift embraced by organisations as a means of achieving organisational objective, particularly in service related contexts. As RM is premised along building mutually symbiotic relationships between the organisations and their customers, which will in turn make the customers be loyal (Narteh, Agbemabiese, Kodua, & Braima, 2013).

2.3 Relationship Marketing in Hotel Industry

Scholars believe that there exists a paradigm shift in today's business setting from the traditional oriented mind set to a more relational one (Gronroos, 2004; Gummesson, 1994). Considering the intensity of competition prevailing in the business environment, which poses a serious challenge among organisations, the quest for winning the war and staying ahead of the competition becomes imperative. Simply put, in today's environment characterised with severe competition and dynamism, relationship marketing appears to be a key strategic option capable of holding on customers for organisational survival (Hafez & Akther, 2017). That is why it is of high interest not only in the academic domain, but also to the practitioners (Fukey, Kumar, Balasubramanian & Patil 2016).

The concept was firstly introduced into the service context in a seminal work of Berry (1983) (Grönroos & Ojasalo, 2004). The concept is thus defined by Morgan and Hunt (1994) as the consolidation of the entire marketing activities towards the establishment, development as well as the maintenance of beneficial interactions between organisations and customers. The underlying foundation guiding RM's

philosophy therefore stipulates that each party to a relationship must have a belief that the other party has something of value that will be of benefit to him (Abratt & Russell, 1999). Being a paradigm shift, Abubakar (2015) therefore stressed that RM emanates from the exchange partner's ability (comprising of suppliers, shareholders, dealers, retailers and employees) to work harmoniously towards serving their customers with enhanced value. Thus, unlike in transactional marketing where the emphasis lies on acquiring new customers, the main concern of RM is on building as well as maintaining sustained interactions between parties due to cost advantages associated with such interactions (Ndubisi, 2007). Kotler (2000) also added that organisations should strive to hold on to their customers rather than devote much emphasis on the traditional marketing mix strategy alone.

To this end, according to Fukey, Kumar, Balasubramanian and Patil (2016), RM is a concept that dwells elaborately on customer loyalty. They further emphasised that RM induces customer satisfaction and loyalty by recommending organisational offerings to others. Similarly, Rizan, Warokka and Listyawati (2014) maintained that the underlying philosophy of RM is built on the basic assumption that the interactions between organisations and their customers are capable of making customers to be loyal. Consistent with this, Doyle (2002) and Rizan et al. (2014) asserted that the concept of RM is grounded on three bases. They are; the ability of organisations to successfully plan, control and achieve customer satisfaction; their ability to build as well as maintain consistent interactions with their customers (customer loyalty); and lastly, the ability to manage and maintain their customers'

value. In fact, Hafez and Akther (2017) reaffirmed that the basic goal for the execution of RM lies on the quest for companies to keep their customers loyal. They also revealed that some of the constructs adopted in the field of RM include image, trust, service quality, customer satisfaction, switching cost and customer loyalty. These variables had also been confirmed as determinants of loyalty in different studies and in varied contexts.

As earlier pointed, RM is of tremendous significance to marketing scholarships. This may be due to the numerous advantages associated with its application. For example, it has a positive impact towards enhancing organisational performance (Mohamad, Othman, Jabar, & Majid, 2014), and it improves customer satisfaction and overall organisational effectiveness (Zakaria et al., 2016). Similarly, in the hotel context, Kim and Cha (2002) confirmed that RM enhances their performance through increased patronage and referrals.

As such, organisations have now realised the need to hold on to their existing customers, considering the fact that it is much cheaper to retain current customers than to attract new ones (Reichheld & Sasser, 1990). This scenario is even more desirable in the service/hospitality context (Caceres & Paparoidamis, 2007). This is in view of the competition prevailing specifically in the hotel domain (Chen & Hu, 2010) and the experiential nature of their offerings (Pijls et al., 2017). Hence, there is a need for the hoteliers to invest more and pay additional attention in managing

their relationships with guests particularly through imbibing loyalty measures (Liang, 2008).

Accordingly, Nwokorie (2016) affirms that hotel industry managers need to prioritise the concept of RM specifically by focusing on guests' needs and expectations and ensuring that they are met and/or even exceeded. Equally, Kim and Cha (2002) also reaffirmed that apart from ensuring guest satisfaction, RM leads to their loyalty through referrals and publicity. Consistent with this, Fukey, Kumar, Balasubramanian and Patil (2016) reiterated the need for the hoteliers to embrace the doctrine of RM considering the severity of the competition as well as the difficulty involved in differentiating hotel services.

Interestingly, apart from well-known marketing variables, scholars particularly in the hospitality domain have realised and acknowledged the introduction of customer experience as an emerging construct in the RM's extended field (Hollebeek, 2011; Brodie, Hollebeek, Jurić, & Ilić, 2011; Hapsari, Clemes, & Dean, 2017). This means that when guests are fully engaged, they are likely to be loyal to their respective hotels occasioned by sustained relationships. In fact, Brodie, Hollebeek, Jurić and Ilić (2011) referred to engagement as the 'expanded RM' concept. Therefore, according to the submission of Nwokorie (2016), RM should be incorporated in the philosophy of the organisations. This will facilitate meeting their guests' expectations, which may lead to emotional bond, and by extension, loyalty.

Several constructs have been identified by scholars to be the determinants of customer loyalty, and one of such according to Sureshchandar, Rajendran and Anantharaman (2002) is the customers' perception of quality.

2.4 Perceived Service Quality

It has been proven in a plethora of both empirical and anecdotal studies from various industries that service quality plays a vital role towards achieving customer loyalty (Chao, 2008; Worsfold et al., 2016). For example, the customers' perception of service quality is one of the most important variables that both scholars and practitioners pay attention to (Goyal & Chanda, 2017). Service quality is also viewed as a critical factor for success, as it differentiates organisational offerings from that of competitors, thereby creating competitive advantage (Hapsari et al., 2017). It plays a role not only in the attraction, but also in retaining existing customers (Gbenga & Osotimehin 2015). It reduces the cost of running the organisation, enhances the corporate image of the organisation by promoting positive word of mouth advocacy (Anderson & Mittal, 2000), and ensures the profitability objective of the organisation. In fact, it ensures the survival of organisations (Brown & Swartz, 1989). Cronin et al. (2000) reaffirmed that most service consumers place more emphasis on the quality of the service, rather than the costs incurred in acquiring such services. Additionally, the concept is of significant importance not only in meeting the profitability objectives of an organization, but also in prompting customers' behavioural intentions thereby holding valued customers in organisations (Zeithaml, Berry & Parasuraman, 1996). Therefore, offering a high quality service is considered to be a visible way to create customers' trust and satisfaction, as well as

obtaining competitive advantages and building a long term relationship with customers (Rai & Medha, 2013).

Lewis and Mitchell (1990) asserted that despite the significance of the concept in achieving various organisational objectives, there is no universally accepted definition as the majority of the definitions emphasise mainly on satisfying the requirements of their customers. For instance, Parasuraman, Zeithaml and Berry (1985 p. 42) defined service quality as “the comparison between customers’ expectations and performance of the service.” According to them, evaluating service quality as a variance between perceived service and expected service is of high value to the service industry as it will allow them to identify strategic areas or gaps that need to be improved. Also, Parasuraman, Zeithaml and Berry (1988) viewed service quality as the assessment of customers’ anticipations of firm’s services with the performances of the services rendered. Similarly, Kotler and Keller (2012) defined service to be anything that is intangible in nature, or a performance offered by a person or an organisation to another party, which may not lead to the ownership of anything.

The definition of service quality offered by Parasuruman, Zeithaml and Berry (1988) is thus adopted in this study. They defined service quality based on the normative expectations that customers have regarding a service in relation to how they perceive the performance of the service. It therefore encompasses the superior services

received by the guests from their chosen hotels that guarantee their safety and the hotels' ability in fulfilling all the promises made.

According to Gronroos (1988), customers usually perceive service subjectively. This is based on either their experiences, level of trust, or rather their feelings or security. Therefore, the management should know that evaluating service by the customers becomes highly difficult due to its intangibility. As customers perceive quality from their viewpoint, the management must equally define and consider quality from the perspectives of their customers. That is why Makanyeza and Chikazhe (2017) considered service quality to be a cognitive judgment. On their part, Parasuraman, Zeithaml and Berry (1988) referred service quality to be the attitude of the consumers being influenced by the discrepancies of customers' expectations with regard to the service to be offered with the perception of the services actually received. Also, apart from the dimensionalities and measurement of service quality developed by Parasuraman et al. (1985), they equally contribute toward the development of the service quality gap model. They consider service quality to be a gap that exists between expectations of the customers and their perception of the services delivered to them.

2.4.1 Service Quality Dimensions

It can rightly be said that service quality has received and is still receiving considerable attention from researchers for decades. To this end, researchers have been developing various models for its conceptualisation. For instance, the gap model developed by Parasuraman, Zeithaml and Berry (1985) regarding perceived

service quality, where service quality was originally measured using ten dimensions, has attracted scholars especially from the service domain. Subsequently, the ten dimensions were reduced to five and a 22-item questionnaire referred to as the SERVQUAL model was developed (Parasuraman, Zeithaml, & Berry 1988). The SERVQUAL measurement is considered to have a more practical implication as it conceptualises and also operationalises service quality comprehensively with an instrument for measurement (Brown & Bond 1995). That is why it has been so popular among scholars and practitioners in measuring the perception of service quality in various service contexts.

According to the model, service quality is considered to be the outcome of various gaps that relate customers' expectation with the performance of the actual service provided (Brown & Bond 1995). They also considered the gap model developed by Parasuraman, Zeithaml and Berry (1985) to be one of the most valuable contributions ever offered to the service literature. Initially, ninety-seven attributes believed to have influence on service quality were identified. Later, all the ninety-seven attributes were condensed into 10 attributes due to shared characteristics. Subsequently, they were reduced into five main dimensions of the service quality (Jannadi & Al-Saggaf 2000). The five dimensions include Assurance, Reliability, Tangibility, Empathy along with Responsiveness. A synopsis of these dimensions is provided below.

Tangibility, this according to Parasuraman, Zeithaml and Berry (1985, 1988), is referred to as physical service evidences. It includes the physical facilities, the

appearances of the workforce, equipments used in the service delivery process, as well as the physical illustration of the service. According to Mokhtar and Maiyaki (2011), some customers used tangible cues in gauging or evaluating the quality of service offered by an organisation in view of the intangibility nature of the services. This explains that the ability of an organisation to portray its operating environment as more attractive to the customers will attach a positive perception to its offerings. That is, the more the customers become positively attached to the services provided by the organisations, the greater they will patronise their services. Put it differently, if customers or consumers have a positive perception regarding the appearance of organisational physical facilities and that the appearance of the staff and their friendliness is favourable, there is high likelihood that they will judge organisational service offerings positively.

Responsiveness, being one of the dimensions developed by Parasuraman, Zeithaml and Berry (1985,1988), represents the ability to willingly help customers and provide them with prompt services. This dimension of service quality, therefore, measures the degree to which an organisation becomes well-prepared to provide its customers with enhanced services. In effect, the more the ability of service providers to promptly help their customers the greater they perceived that an enhanced and qualitative service will be offered to them.

Empathy denotes the caring or individualised attention that the service organisations offer to their customer (Parasuruman et al., 1988). This becomes possible when the service organisations have knowledge with respect to the needs and wants of their customers.

Assurance signifies knowledge and courtesy of employees and their ability to convey trust and confidence to the customers. According to Parasuraman, Zeithaml and Berry (1985), assurance signifies how respectful, polite, and friendly the personnel of the service organisations are to their customers. Moreover, it equally involves customers' feelings regarding their freedom against any possible risk/danger or even doubt about the organisation. Meaning that, customers' trust about the organisation reflects their positive perception about organisational service quality.

Reliability means the ability to provide the promised service dependably as well as accurately (Parasuraman et al., 1988) It signifies the ability of the service organisations to fulfil the promises made.

Various hospitality researchers have made use of SERVQUAL or its modified version in measuring the perception of service quality of their customers (Mencarelli & Lombart, 2017). In the same vein, Sureshchandar, Rajendran and Anantharaman (2002) argued that SERVQUAL is vital in predicting organisational service quality in its totality. For example, Lee and Hing (1995) used SERVQUAL in measuring the perception of restaurant service quality. Hsieh, Lin and Lin (2008) made use of the SERVQUAL model to assess the perception of hotel guests' service quality in Taiwan. Also, Tefera and Govender (2017a) used the SERVQUAL model in measuring the perception of guests' perceived service quality in Ethiopia. However, despite its widespread usage, the model is receiving massive criticisms among scholars.

2.4.2 SERVQUAL Criticisms

Nevertheless, despite its popularity and massive application of the SERVQUAL model in a plethora of studies by researchers in measuring service quality perception of customers, it was deeply criticised by a number of scholars. In fact, scholars did not agree on the exact dimensions used in measuring customers' perception of service quality (Singh & Kurobuza, 2015). In other words, despite the wide applicability and the validity of the SERVQUAL measure, several studies failed to identify their exact five dimensions (Carman, 1990; Smith, 2010; Babakus & Boller, 1992). For example, according to Carman (1990), the instrument developed by Parasuruman et al. (1988) to measure the quality of service has proposed a basic skeleton to be used across the service contexts. Thus, it has been found that the dimensions of the SERVQUAL should not be completely generic (Carman, 1990). He also recognised the problem associated with the operationalisation in the gap model, i.e. the discrepancies that exist between expectation and perception. Moreover, according to him, the dimensions of the SERVQUAL were not replicable. Hence, he recommended for the merging of the two concepts into a single item.

Furthermore, Lkhamtseden and Altanchimeg (2017) also confirmed that some of the SERVQUAL dimensions were usually not replicable. Equally, Cronin and Taylor (1992), criticised the SERVQUAL model due to the problems associated with its conceptualisation and operationalisation. They argued that that service quality can be best measured from the performance point of view. Therefore, they suggested abandoning the expectation part of the SERVQUAL and retaining the performance

measure by developing their model known as the SERVPERF. They emphasised that quality should be measured based on the performance of consumers regarding the performance of the service provider. This contradicts the gap model which only considers the discrepancies between consumers' expected perception with what they perceived in reality.

Similarly, the SERVQUAL model equally fails to consider other vital factors upon which customers equally attach a higher value to them. Such factors according to Sureshchandar, Rajendran and Kamalanabhan (2001) include the following;

1. The core service (the actual service content)
2. The human element (signifying service delivery)
3. Non-human element
4. Social responsibility (denoting social image)
5. Servicescapes (tangibles)

In fact, since the applicability of the expectation battery associated with SERVQUAL has been widely criticised by Cronin and Taylor (1992;1994), it is a wonder that other scholars succeeded in coming up with other methods aimed at improving the measurement of quality. For instance, the SERVPERF developed by Cronin and Taylor (1994) has been used by several researchers in their service related studies. Being performance-only is argued to be more superior to the difference-scale (SERVQUAL) measures (Brady, Cronin, & Brand, 2002).

Despite this, other scholars also identified some drawbacks associated with the SERVPERF dimension, such as its dimensional instability (Cronin & Taylor 1994) and the assertion made by Van Dyke, Kappelman and Prybutok (1997) in which SERVPERF is also not usually stable across all industries. In fact, this is why some scholars came up with industry-specific measures.

Based on the above, service quality dimensions need to be industry-specific (Akbar & Parvez, 2009). To this end, various scholars came up with diverse dimensions or modified the original SERVQUAL model to suit their specific contexts. For example, the FESTPERF dimension was developed by Tkaczynski and Stokes (2010) to specifically cater for studies conducted in the festival domain. Similarly, Kettinger and Lee (1994) added the dimensions of reliability and empathy to their UIS scale quality (User Information System) in the context of IT (Information Technology). Also, Stevens, Knutson and Patton (1995) modified the model of LODGESERVE and came up with DINESERV which had 40 item, measuring the perception of the customers regarding the quality of their chosen restaurants. Wong et al. (1999) developed their model called HOLSERV specifically to cater for the hotel context. They extended the SERVQUAL model through the inclusion of eight additional items, which directly focus on the peculiarities of the hotels. Subsequently, three dimensions emerged from their study, which are the employee (their behaviours and appearances), tangibles and reliability.

Also, Getty and Thompson (1994) developed the LODQUAL scale from the original SERVQUAL dimension. In addition, Getty and Getty (2003) proposed their measurement scale for service quality LQI (Lodging Quality Index) with five dimensions comprising of responsiveness, confidence, reliability, tangibility and communication, which is considered to be most vital by some scholars. Oberoi and Hales (1990) on their part proposed two dimensions only for service quality, which are tangibles and intangibles. The tangibles comprise of equipment, cleanliness of the facilities as well as the quality and quantity of foods and beverages. The intangibles on the other hand, consist of responsiveness, empathy and responsiveness of the service providers.

Similarly, Ekinici, Prokopaki and Cobanoglu (2003) in their study aimed to examine how tourists from Britain perceive service quality provided by hotels at Cretan island. The modification of the original SERVQUAL model was made which resulted in the emergence of only two dimensions; the tangible and intangible dimensions of service quality. Moreover, Akbaba (2006) came up with five dimensions of perceived service quality in his study. They are adequacy in service quality, convenience, tangibles, assurance and understanding, as well as caring. He further reaffirmed that SERVQUAL needs to be adapted to suit the peculiarities of different cultural environments.

Therefore, considering the above, this study adopts the modified SERVQUAL model developed by Wong et al. (1999) which is referred to as HOLSERV to suit the

peculiarities of the hotel context. It has three dimensions comprising of the employee (involving their behaviours and appearances), tangibles (befitting environment) and reliability (provision of secured services). These dimensions separately and together are essential considering the area in which the study is conducted. In effect, the work of Izogo and Ogba (2015) has also justified the use of context-specific measures for the measurement of service quality.

Furthermore, as HOLSERV measures the difference between customer expectations and perceptions of the service quality they received, it is thus considered more appropriate for this study. In addition, in spite of being based on SERVQUAL, HOLSERV is presented in a simpler form for respondents to answer (Ali, 2015). Furthermore, according to Wu and Ko (2013), the prevailing scales measuring the concept of service quality (such as SERVQUAL and SERVPERF) do not adequately capture service quality in the tourism industry, and specifically the in hotel context. In addition, it was also considered due to its user friendliness when compared to the conventional SERVQUAL (Ali, Hussain, Konar, & Jeon, 2016).

2.4.3 Perceived Service Quality and Customer Loyalty

Various studies were conducted by scholars to study the link between customers' perception of quality and customer loyalty. For instance, Makanyeza and Chikazhe (2017) in their study aimed at investigating the impact of service quality on customer loyalty in the banking context of Zimbabwe, and using SEM in analysing the retrieved data from 310 customers found that service quality significantly predicts

bank customers' loyalty. Lai and Chen (2011) in their quantitative study involving passengers using the public transport system in Taiwan aimed at examining their behavioural intentions, revealed that there is positive link between service quality and passengers' behavioural intention to re-patronise the given service. Similarly, the findings of the study of Su, Hsu and Swanson (2014) using structural equation modelling (SEM) in analysing the data also confirmed service quality to be a predictor of destination quality, which in turn led them to be loyal to China's world heritage site. Similarly, Liat et al. (2017) also found that service quality impacted positively on hotel guest loyalty.

Furthermore, in a study involving 200 mobile phone subscribers in Bangladesh by Hafez and Akther (2017) with the aim of identifying the predictors of customer loyalty, the hypothesised relationships obtained through ANOVA and multiple regression methods confirmed that service quality determines loyalty. Also, in an attempt to examine the factors responsible for inducing customer loyalty in the banking industry among Sub-Saharan African countries, the work of Magasi (2016) after extant review of literature confirmed that perceived service quality determines customer loyalty. In addition, the study of Rai and Srivastava (2012) also found that service quality determines customer loyalty.

Similarly, the study results of Cheng and Lew (2015) aimed at determining the factors that trigger hotel guest loyalty in Malaysian hotel context empirically validated a model which predicts perceived service quality to be a predictor of the

guests' loyalty. Equally, in the insurance context, the outcome of the study obtained through multiple regression method by Rai and Medha (2013) indicated that the variable of service is the loyalty determinant factor among all the seven independent variables. Also, the work of Gbenga and Osotimehin (2015) related to the Nigerian hotel context revealed a positive link between the quality perceived by the guests and their loyalty towards such hotels.

In addition, in the hotel context of Ghana, Adzoyi, Blomme and Honyenuga (2018)'s work whose aimed was to identify the factors that enhance customer retention, where a total of 677 members of staff working in 56 licensed hotels were involved in the study. The analysed data obtained with the aid of PLS–SEM validated a model that confirmed a positive and significant link between the dimensions of both reliability and tangibility on not only customer satisfaction, but also towards ensuring customer retention in the hotels. Their study measured service quality using two dimensions (reliability and tangibility) as a second-order construct.

It is therefore worth mentioning that measuring the service quality construct as a second-order is the best means of achieving the desired result (Priporas, Stylos, Vedanthachar, & Santiwatana, 2017; Nunkoo, Teeroovengadum, & Leonard, 2017). For instance, Koufteros, Babbar and Kaighobadi (2009) argued that measuring service quality as a second-order model is now considered as a paradigm requesting additional attention by researchers. Their study conducted within the realm of the airline industry confirmed that service quality can be best measured as a second-

order factor. Consistent with this, the study of Nunkoo, Teeroovengadum, and Leonard (2017) involving 672 guests in South Africa aimed to determine the effect of service quality on customer satisfaction, perceived value, consumption emotion and customer loyalty. By measuring service quality as a second-order construct, the finding empirically validated a model that confirmed that a positive and significant connection exists between service quality and customer loyalty. A similar result was equally found between customer satisfaction and customer loyalty. The study further reaffirmed the strength of the second-order modelling over other alternative means in measuring the construct of service quality.

The study of Priporas et al. (2017) examined the effect of service quality and customer satisfaction on loyalty in the accommodation setting in the Phuket town of Thailand. They used service quality as a second order construct with a 25-item measurement scale developed by Akbaba (2006). It was empirically found that a positive link between service quality and customer satisfaction on loyalty occurred. Furthermore, customer satisfaction mediates the connection between service quality and loyalty in the structural model. Therefore, due to the aforementioned benefits of measuring service quality as a second-order construct, this study measured it as a second order with three dimensions of employee, tangible and reliability.

However, there still exist some studies whose findings indicated that service quality did not have a positive effect on customer loyalty. For example, in the context of mobile telecommunication in South Africa, the work of Morgan and Govender (2017) found that the connection between service quality and customer loyalty is

insignificant. Similarly, Marakanon and Panjakajornsak (2017) conducted a quantitative study using 420 customers from environmentally-friendly electronics domain in the context of Thailand, and SEM and confirmatory factor analysis techniques employed in the data analysis. The findings showed that perceived service quality did not predict loyalty, but only indirectly impacted loyalty through customer trust.

Equally, Tefera and Govender (2017b) in their empirical study in the hotel context in South Africa, where 415 guests were selected via stratified cluster sampling, revealed that a nonlinear relation exists between service quality and guest loyalty. In the context of a fast food restaurant, Namin (2017) in his quantitative study using confirmatory factor analysis with SEM along with path analysis in the data analysis revealed that behavioural intentions cannot be achieved by just enhancing the service quality. Furthermore, Pudjiastuti (2013) in his work involved 300 respondents who are users of a railway transportation company in Jakarta Indonesia and who were purposively sampled, and the analysed data were obtained through the SEM method. It was found that service quality does not guarantee customers to be loyal. Also, according to Bastos and Gallego (2008), a direct link between service quality and customers' behavioural intentions was not recorded in the pharmacy context.

Additionally, Banki, Ismail, Danladi and Dalil (2016) studied the correlation between service quality and hotel guests' behavioural intentions in the Nigerian context. SEM was used in testing the hypothesised model, where 263 guests who

patronised the services of four-star hotels were involved in the study. The outcome of the study showed that the services offered by the hotels were not efficient enough to warrant loyalty. Hence, they recommended that enhanced services needed to be offered to meet the expectations or even exceed the requirements of their guests for loyalty to be achieved. Also, Kandampully and Hu (2007) in their study related to hotels in Mauritius, where 1500 guests were randomly selected to participate in the study. The finding did not find quality to be a determinant of customer loyalty.

Also is the work of Mey, Akbar, and Fie (2006), whose main objective was the assessment of guests' expectation along with their perception of quality in the Malaysian hotel industry. The study involved three sets of customers, which were guests from Malaysia, those from Asian states as well as guests from non-Asian guests. The study finding showed that the service quality offered is not in agreement with guests' expectations, especially among Malaysian customers.

From the foregoing, it can be rightly argued that providing reliable hotel service quality becomes mandatory to all hotels especially since the services offered by the hotels are somehow similar. Hence, Jasinskas, Streimikiene, Svagzdiene and Simanavicius (2016) affirmed that in addition to attracting guests, the hotels must also ensure that their current guests are permanently kept through providing enhanced and uncompromised values to the guests.

2.5 Perceived Value

The dynamism and complexity of today's business environment coupled with high demand on the part of customers, compel scholars to believe that organisations must create value that meet the needs and other requirements of their customers that may subsequently lead them to be loyal (Prahalad & Ramaswamy, 2010; Chan, Kin, Yim, & Lam, 2010; Jamal, Othman, & Muhammad, 2011). Furthermore, Park, Robertson and Wu (2006) argued that in an exchange relationship, consumers are continuously aspiring to pursue value. Hence, perceived value has been established to be an important construct that predicts customer loyalty in various industries (Petrick, 2004a; Parasuraman & Grewal, 2000; Chen & Chen, 2010; Cronin, Brady, & Hult, 2000). Put differently, scholars have agreed that the roles played by service quality as a strategy for achieving competitive advantage is deteriorating (Pizam et al., 2016; Worsfold, Fisher, & Andrew, 2016). Hence, the emphasis on providing enhanced superior value to the customers is highly encouraged (Ryu et al., 2012).

To this end, scholars maintain that perceived value is a concept that aids organisations to have a competitive edge over their rivals. That is why it is considered to be one of the most valuable determinant of consumers' behavioural intentions (Parasuraman & Grewal, 2000). In fact, Sánchez-Fernández and Iniesta-Bonillo (2007) argued that the ability of organisations to create value for their customers ensures their corporate success and even existence. This assertion is also confirmed by Khalifa (2004), who emphasised that the profitability of the organisations is dependent upon their capability towards values created for their

clients. Hence, perceived value was confirmed to significantly influence repurchase intentions of the customers (Parasuraman & Grewal, 2000).

Scholars have defined the concept differently, for instance, Zeithaml (1988 p 14) gives the definition of customer perceived value as "...customer's overall judgement of the utility of a product based on their perceptions of what is received in relation to what is given." On the other hand, according to Day and Crask (2000), perceived value equals perceived benefits when perceived costs are removed. While the perceived benefits encompass all the psychological benefits attached to the products, the perceived costs entail all the costs involved (monetary and non-monetary). Equally, perceived costs represent the comparison made by customers with respect to the cost they incurred in getting the product/service, (comprising of their time, money and energy used), in relation to the benefits they derived (Hapsari et al., 2017). Tam (2004) further asserts that loyalty is said to be achieved when customers perceive the value of the service received is in excess of the cost of getting such service. Also, in the view of Cronin et al. (2000), perceived value represents the differences that exist between the benefits received by customers (comprising economic, social and relational) in relation to the sacrifices they made (regarding price, times spent, effort involved as well as conveniences).

In essence, based on the definition of value by Zeithaml (1988), scholars have acknowledged some implications that relate to value. They include emphasis on low prices, what actually customers want from a given product, the quality consumers

received in relation to prices given, and what they actually got in relation to what they gave. In agreement with this, Picón-Berjoyo et al., (2016) also asserted that perceived value denotes what consumers perceived or any criteria employed by customers in assessing an offering in relation to the actual benefits derived from such product (in a form of quality, image) and the level of their sacrifices in the acquisition of such products (money, effort, energy). They further maintained that customers make such valuations by comparing products with their competitive counterparts. Therefore, consumers' decision in re-patronising a given service provider is largely determined by the degree of the 'value of money' they received (Kyung-Hee & Park, 2016).

Organisations should therefore view perceived value from their customers' perspectives as they are not operating in a monopolistic environment, since the availability of substitute products enables customers to make a choice. Hence, there is a need for the organisations to devise means of increasing the value of their customers. The study adopts the definition of value provided by Zeithaml (1988), which considers value being the assessment of the utility of a particular product or service obtained by customers when they make a comparison with what they get in relation to what they offer. Relating to this study, therefore, it signifies the value received by the guests compared to the amount of money expended.

2.5.1 Perceived Value Dimensions

Originally, the concept of value was conceptualised from the pricing literature where customers' perceived value along with money were considered as the main variables that determine the value of an offering (Polo et al., 2016). According to Sa'nchez, Callarisa, Rodri, Moliner and Sa (2006), the concept of perceived value is highly subjective, varies based on customers' characteristics and is culture-specific. Therefore, it is considered as a dynamic construct whose role begins prior to the purchase of a given product or service, up to when and after the products have been used. Specifically, it involves the decision made before buying, at the time of buying, when using and after using a given product. In fact, the construct of perceived value is quite distinct from other related constructs like utility, quality or even price (Sánchez-Fernández & Iniesta-Bonillo, 2007).

The conceptualisation of perceived value is thus context-specific, meaning that it varies based on the nature of the products and the type of industry under consideration (Babin, Darden, Griffin, Darden, & Griffin, 1994; Dodds et al., 1991). Zeithaml (1988) added that perceived value also varies according to the peculiarities of the customers. Initially, perceived value is conceived to be unidimensional in nature, where benefits and costs are assessed through economic and or with cognitive reasoning. For example, perceived value was conceptualised by Dodds, Monroe and Grewal (1991 p 308) as a "cognitive trade-off between perceptions of quality and sacrifice". This emphasised that the use of external cues such as price or brand name to a large extent influence customers' perception of value. Also, an

inverse relation exists between price and value. The unidimensional dimension does not consider other valuable constructs such as affective element, perceived risk, internal reference price as well as perceived store image.

Similarly, the definition of value offered by Zeithaml (1988) was customers' assessment with regard to the utility of a given product/service when compared to the benefits derived against what was given. This definition also conceived perceived value to be a unidimensional concept where value is measured for instance by merely soliciting various respondents to rate their perceived value when making some purchases.

Nevertheless, other scholars criticised this value conceptualisation (as a mere trade-off between benefits to be derived and the sacrifice made) due to its narrow approach. They therefore suggested that it should be multi-dimensional where several concepts like perceived price, quality, together with benefits and sacrifice will be considered (Sweeney & Soutar, 2001). Moreover, the complexity, dynamism, multi-faceted and subjectivity nature of perceived value make scholars disagree on a common ground regarding the conceptualisation and measurement of the concept (Sánchez-Fernández & Iniesta-Bonillo, 2007; Parasuraman & Grewal, 2000; Zeithaml, 1988).

In this regard, researchers investigated perceived value using either using unidimensional or multidimensional scales. This means that, the analysis of perceived value is done either using unidimensional or multi-dimensional measures

(Chen & Chen, 2010). On their part, Kim and Park (2016) came up with the dimensions related to perceived value in Korean ecotourism which are economic inclination, functional, emotional and social. This emphasised that they adopted a multi-dimensional approach which they believed will get rid of the validity problems associated with the unidimensional approach.

Similarly, Sánchez-Fernández and Iniesta-Bonillo (2007) in their study presented an extant review of the past studies that conceptualised perceived value. The finding of the study indicated that each of the two models of value, i.e. unidimensional as well as the multidimensional play their own different roles in the provision of both simplified (for unidimensional) as well as the complex (for multidimensional) application of the concept. The findings also revealed that perceived value represents the contact or interactions customers normally make with organisational offerings. Furthermore, perceived value is normally influenced by factors such as consumers' preference, perception as well as cognitive affect.

In addition, Polo Pena et al. (2013) found that both functional and affective dimensions of perceived value have an influence on reputation. They argued that priority should be accorded to the affective perceived value rather than functional perceived value when customers have past experience about an organisation. Conversely, for the first timers of the firm's product considerations will be on the functional perceived value. The study of Petrick (2002) developed a five-dimensional construct in the context of recreation and tourism measured through a

25-item instrument referred to as the SERV-PERVAL scale. The dimensions are emotional response, quality, monetary price, reputation as well as behavioural price.

Also, a six-dimensional scale measured by 24 items had also been developed by Sa'nchez, Callarisa, Rodri, Moliner and Sa (2006) to measure the overall perceived value of both consumption experiences and that of purchase experiences in the tourism context. They named it as a GLOVAL scale, and its dimensions include the functional value related to the travel agency (referred to as installations), functional value of the travelling agency's staff (denoted as professionalism), the functional value associated with package purchase (signifying quality), prices, social value, as well as the emotional value.

In addition, Sheth, Newman and Gross (1991) used the consumption value theory as an underpinning theory that serves as the foundation in their study of cigarette smokers on how their behaviour is being influenced by their consumption value, which is consumers' decision to buy/use or not to buy/use the cigarette, emphasising on why consumers make a decision to patronise a given brand over another. They proposed that perceived value can be conceptualised using five dimensions, consisting of social, conditional, epistemic, emotional along with functional dimensions.

In the context of consumer durable goods, Sweeney and Soutar (2001) developed a 19-item measurement scale to assess customers' perception of value using a model called PERVAL. The dimensions are, emotion, price (value for money), quality (i.e.

performance), as well as social. Similarly, in the tourism domain, Jamal, Othman and Muhammad (2011) tested a 5-dimension tourists' perceived value and measured it with 20 items. The dimensions include functional value (proxied as establishment), functional value (represented as price), experiential value (denoted by host-guest interaction), emotional value, and experiential value (signified as activity, culture as well as knowledge). The findings of the study indicated that three of the dimensions, which are functional, experiential as well as emotional factors represent the most important predictors of the tourist's perceived value.

Also, scholars in the hospitality domain have succeeded with coming up and applying various scales for measuring perceived value both uni-dimensionally and multi-dimensionally (Chitty, Ward, & Chua, 2007; Gill, Byslma, & Ouschan, 2007). For example, the 5-item measurement developed by Eggert and Ulaga (2002) was used by scholars (e.g., Nyadzayo & Khajehzadeh, 2016). Moreover, Al-sabbahy, Ekinci and Riley (2004) developed a two-dimensional scale capable of suiting the peculiarities of the hotel industry. Their scale was developed from the original work of Dodds et al. (1991) which consist of the acquisition value along with the transaction value. According to them, the acquisition value denotes the net gain perceived by customers in relation to what he got against what he gave. As such, acquisition value has been assumed to be determined by the benefits derivable from organisational offerings against the amount paid to obtain such products, while the transaction value denotes the discrepancies that exist between what people consider as internal reference price against the other prices regarded as a special deal (Grewal,

Monroe, & Krishan, 1998). However, due to validity issues, they strongly recommend the use of the acquisition value rather than the transaction value in the hospitality domain.

A uni-dimensional measure of value developed and suggested by Al-sabbahy et al. (2004) was adopted in this work. This is consistent with Sánchez-Fernández and Iniesta-Bonillo (2007), who argued that despite the simplicity associated with the uni-dimensionality of the construct of perceived value, yet it gets rid of the enormous ambiguity associated with multi-dimensional measures. Hence, this is in agreement with the context (environment) of the study area, since Nigerian customers are well known for their emphasis on monetary value of products/services (Adepoju, 2018).

2.5.2 Perceived Value and Customer Loyalty

There exist several studies conducted by quite a number of researchers regarding the connection between customers' perceived value and their consumption behaviours and by extension, loyalty. For example, a positive relationship between the perceived value of customers and their future intentions has been established in various studies (Hapsari et al., 2017; Polo Pena et al., 2013; El-Adly & Eid, 2016; Mencarelli & Lombart, 2017). Hence, there is a need for organisations to ensure that they do everything possible towards creating value for their customers. Specifically, Mencarelli and Lombart (2017) studied the connection between perceived value and attitudinal and behavioural loyalty in the context of retailing. Their findings indicated that perceived value is the major predictor of both attitudinal and

behavioural loyalty among the studied variables. Tam (2004) investigated the link between perceived value, satisfaction along with service quality and the impact on these variables on post purchase behaviour among restaurant customers. The finding of the quantitative studies also confirmed that a positive relationship exists between perceived value and post purchase behaviour of the consumers.

Moreover, El-Adly and Eid (2016) studied the connection between customers' perception of shopping mall value and customer loyalty in the context of the United Arab Emirates (UAE). Using the SEM in analysing the data, the finding indicated that perceived value of the customers is positive and significant; emphasising that MALLVAL is a strong predictor of customer loyalty. In the context of ecotourism, Kim and Park (2016) investigated the relationship between perceived value and satisfaction of the destination quality in South Korea, and a linear structural relationship package was adopted for the statistical analysis involving 254 visitors. The finding revealed that overall value significantly triggers destination quality.

Additionally, the study of Petrick (2004b) examined the predictors of perceived value between first timers and repeat visitors of cruise line passengers. The study found that repeaters' repurchase intentions are influenced by their perception of value. The study concluded by asserting that perceived value is the most important variable influencing customers' purchase behaviour. In addition, Choi and Chu (2001) found value to be among the major determining factors that influence travellers' intention to return to hotels in Hong Kong. In the B2B context as well, the

work of Arslanagic-Kalajdzic and Zabkar (2017) also revealed that perceived value triggers customer loyalty.

Furthermore, the work of Lai and Chen (2011) confirmed that customer perceived value is positively related to passengers' loyalty using public transport services. Liang (2008) also found that perceived value plays a vital role in predicting overall loyalty. In fact, according to him, it predicts loyalty above satisfaction, membership program, and trust. Cronin et al. (2000) asserted that the constructs of service quality and value impacted positively on consumers' behavioural intentions. The result further revealed that service quality, customer satisfaction and perceived value collectively and individually determined customers' behavioural intentions. Perceived value was also established to be the most valuable predictor of customer loyalty than customer satisfaction in the work of Mencarelli and Lombart (2017).

Moreover, Al-sabbahy, Ekinici and Riley (2004) in their study found that value for money influences customer's overall choice behaviour, their recommendation intent and equally enhances their probability to return. Ryu, Han and Kim (2008) also confirmed that perceived value is an influential determinant and influencer of behavioural intentions in restaurant settings. Moreover, Williams and Soutar (2009) in their empirical study on the link between perceived value, customer satisfaction and consumers' behavioural intention in the context of tourism in Australia where 402 tourists were involved in the study reaffirmed that, value for money, novelty along with emotional value significantly predicts not only customer satisfaction, but

also guests' future intentions. In the same vein, El-Adly and Eid (2016) in their empirical study on the relationship among shopping environments, customer perceived value, customer satisfaction, and customer loyalty in the UAE malls context found perceived value to be a predictor of loyalty. This may not be unconnected with the fact that nowadays, customers have become more value-driven; therefore, they tend to be more selective and are more likely to be loyal to malls where they perceive high value to be available.

Furthermore, in the work of Murphy, Pritchard, and Smith (2000) where data were obtained from the visitors of a destination centre in Canada, a positive and significant link has been established between the visitors' perceived trip value and their return intent. In another study by Cronin et al. (2000), perceived value was found to be the most important variable in predicting repurchase intentions of consumers, even exceeding quality and satisfaction. At the same time, Hu, Kandampully and Juwaheer (2009) revealed that perceived value led to customers' retention. Furthermore, in a study consisting of 250 airline passengers in the context of Indonesia, Hapsari et al. (2017) found that perceived value has been confirmed to be a determinant of passengers' loyalty. Furthermore, perceived value has also been found to be a better determinant of both attitudinal and behavioural loyalty in the work of Mencarelli and Lombart (2017).

However, there are some studies whose findings indicated that the link between perceived value and customer loyalty is non-linear. For instance, Morgan and

Govender (2017) in their study related to the telecommunication industry in South Africa found that a nonlinear relationship was established between the customers' perceived value and customer loyalty. Also, the work of Worsfold, Fisher, McPhail, Francis and Thomas (2016) using SEM in analysing the data obtained in one of the biggest global hotel chains in Australia revealed that the visitors' perception of value had no effect on their intentions to return.

Scholars are now realising that well-known marketing constructs need to be blended with some emerging constructs to predict loyalty in the hospitality context due to the dynamism of today's environment, coupled with the technological breakthrough in information and communication technology (Kandampully, Jay & Tingting 2015). To this end, an important emerging construct which is presumed to predict customer loyalty in today's competitive marketing environment according to Rather and Sharma (2017) is customer engagement, and the concept is discussed in the following section.

2.6 Customer Engagement

Today, researchers and practitioners have started shifting their attention to the concept of customer engagement as a means of soliciting patronage and retention especially in today's competitive and dynamic environment (Brodie, Hollebeek, Jurić, & Ilić, 2011; So, King, & Sparks, 2014; Hapsari et al., 2017; Vivek, Beatty, Dalela, & Morgan, 2014). This becomes possible perhaps due to the widespread of internet services. In fact, a new media channel is established whereby customers are

well connected with various service providers. The connections normally become apparent via social media in Facebook, Twitter and Instagram. However, customer engagement is equally assumed to be applicable in the offline context where the opinions of existing customers can play a role towards influencing consumers' buying decision (So, King, & Sparks, 2014). Most of the studies conducted regarding customer engagement are online-specific (Islam & Rahman, 2017; Thakur, 2016; Harrigan, Evers, Miles, & Daly, 2017). Vivek et al. (2014) emphasise that engaged customers are not only restricted to the current customers; it includes prospective customers as well the existing ones.

Until recently, customer engagement is a new construct in the field of marketing. The concept of 'engagement' was brought from the field of human resources considering its psychological impact toward improving employee loyalty (Hapsari et al., 2017). Thus, customer engagement is now receiving attention from both researchers and practitioners in view of the dynamism and high level of interaction associated with today's business environment. This may be because of the significant role the concept plays towards enhancing customer experience and their value (Brodie et al., 2011a). Similarly, it enhances organisational corporate performance through increased sales volume and profitability. In addition, its contribution towards positive WOM referrals as well as recommending particular products against others is also substantial (Harmeling, Moffett, Arnold, & Carlson, 2017).

Furthermore, among other various benefits of customer engagement is the fact that organisations stand to gain the opportunity not only to attract customers, but also to retain them. On their part, consumers will also benefit from customer engagement through financial gains like in the form of incentives. Moreover, customers will also benefit through achieving emotional fulfilment like self-enjoyment as well as positive affect if they are engaged with the organisation or its offerings (Doorn et al., 2010). In effect, Doorn et al. (2010) specifically argued that for organisations to sustain and nurture their customers in today's environment, they need to focus beyond repurchase behaviour. They should rather emphasise on customer-based metrics for achieving organisational performance, rather than place too much emphasis on product quality and value. Having realised the importance of having a strong and engaged customer base, Grewal, Roggeveen, Sisodia and Nordfält (2016) suggested the adoption of consciousness as a bedrock responsible for the creation and enhancement of an engaged and efficient customer experience. According to them, instilling consciousness to the entire firm's stakeholders will go a long way towards creating emotionally connected customers with shared values.

In the word of Doorn et al. (2010 p 254), "Customer engagement behaviours (CEBs) go beyond transactions, and may be specifically defined as a customer's behavioural manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers." They further added that the behavioural manifestation can either be favourable or unfavourable. Doorn et al. (2010), therefore, referred to customer engagement behaviours as the customers' behavioural attachment toward a

particular organisation to the extent of motivating or driving others to such organisations. This could be in a form of word of mouth referrals, recommendation, assisting other customers, or blogging.

Brodie et al. (2011 p. 260) offered a comprehensive definition of customer engagement. According to them,

“Customer engagement represents a psychological condition that occurs by virtue of interactive, cocreative customer experiences with a focal agent/object (e.g., a brand) in focal service associations. It occurs under a specific set of context dependent conditions generating differing CE levels; and occurs as a dynamic, iterative process in the service relationships that co-create value. It plays a central role in a nomological network governing service relationships in which other relational concepts (e.g., involvement, loyalty) are antecedents and/or consequences in iterative CE processes. It is a multidimensional concept subject to a context- and/or stakeholder-specific expression of relevant cognitive, emotional and/or behavioral dimensions”.

This definition clearly stresses the need to ensure that they have created a psychological bond with their customers considering the dynamism as well as the complexities of the environment along with the customers whom they transact with. It equally maintains that the construct of engagement can be better explained multidimensionally. In fact the definition of customer engagement by Brodie et al. (2011b) who viewed customer engagement as the level of attachment people have towards their chosen brand is capable of inducing them to be involved and go further by spreading positive word-of-mouth advocacy to others about the organisation and its offerings as is adopted in this study.

2.6.1 Conceptualisation of Customer Engagement

According to the Marketing Science Institute (2014), customer engagement represents an inclination of customers toward a particular organisation that goes beyond purchase, triggered by motivational drivers such as word of mouth advocacy, contact among customers, blogging and other related activities (So, King, Sparks, & Wang, 2016). Their definition viewed customer engagement from the behavioural perspective, emphasising the concept to be customers' behavioural manifestations towards a particular organisation beyond purchase. This is also in harmony with van Doorn et al. (2010) and Verhoef, Reinartz and Krafft (2010) who posited that customer engagement represents a behavioural concept going beyond normal transactions between customers and their chosen organisations caused by motivational drivers.

However, others scholars are of the opinion that customer engagement should be conceptualised bi-dimensionally, involving both behavioural and psychological dimensions (So, King, Sparks, & Wang, 2014; Brodie et al., 2011b; Vivek, 2009). They asserted that customer engagement should go beyond customers' behavioural aspect alone. For example, according to Brodie, Ilic, Juric and Hollebeek (2013), an individual may have an engagement through a brand discussion forum due to several motives, such as reduction of perceived risks or seeking for information about organisational offerings, rather than from being linked or engaged to the organisation. Hence, customer engagement incorporates not only a psychological connection but also behavioural participation (multi-dimensional approach).

Equally, the qualitative study of Vivek, Beatty and Morgan (2012) made an exploration with respect to the scope and nature of customer engagement. They asserted that the concept involves cognitive, behavioural, social as well as emotional elements. Their work further proposed a model of customer engagement in which participation of both current and prospective customers as well as their involvement are its antecedents, whereas value, customer loyalty, affective commitment, word of mouth, trust and community involvement serve as its consequences. Hence, customer engagement involves not only the current, but also the potential customers (Vivek et al., 2014). They further added that, existing or potential customers should view the concept beyond purchasing organisational products/offerings, as it involves both interactions and the necessary connections to a particular brand or organisational offerings.

Similarly, So et al. (2014) conceptualised customer engagement multidimensionally, in which the concept is referred to as the customers' connectedness to a particular brand expressed in cognitive, affective, as well as behavioural response beyond purchase. According to them, it is being conceptualised as a higher-order construct involving five first-order factors that involve attention, interaction, enthusiasm (vigour), identification and absorption.

In effect, the conceptualisation of customer engagement using five dimensions developed by So et al. (2014) indicated that enthusiasm denotes to the customers' high level excitement and interest with respect to their focus of engagement with the brand. Attention on the other hand represents how attentive and focused consumers

are to a brand. Equally, absorption signifies the level at which customers are absolutely concentrated and also fully absorbed to the extent that time passes faster, and the consumers may not detach themselves from the organisation. On the other hand, interaction represents an individual's online or offline participation with either the organisational brand or their customers beyond purchase. Lastly, identification denotes to consumers' belongingness to a brand or their perceived oneness with such brand. The authors argued that these dimensions jointly formed the psychological along with the behavioural component of customer engagement.

Additionally, Hollebeek (2011) argued that the dimensions of customer engagement are context-specific. She therefore came up with three generalised dimensions, which are passion (denoting love) immersion (the level of engrossment), and activation (the ability to willingly spend your time to interact with a given brand). Calder, Malthouse, and Schaedel (2009) also proposed two dimensions: personal and social interaction. In addition, Gambetti, Graffigna and Biraghi (2012) suggested two dimensions: the experiential and social dimension. According to them, whereas the experiential dimension deals with hedonic attributes relating to the usage or level of interaction with organisational offerings, the social dimension on the other hand relates to the level of interaction or cocreation that has to do with the sharing of values related to the brand with others.

Furthermore, Doorn et al. (2010) proposed five dimensions of customer engagement behaviours which are:

Valence; suggests that customer engagement can either be categorised into favourable (positive) or unfavourable (negative). Positive customer engagement involves all actions capable of enhancing both financial as well as non-financial performance of the firm either in the short run or long run. For example, word of mouth activity, online reviews or blogging can affect the firm either positively or negatively depending on the content valence. However, other actions such as recommending the firm to others is most likely to be a positive valence, unless if misfit arises between the firm's offerings and the new customers.

The '**Form**' or the modality aspect of customer engagement signifies the resource sacrifices customers normally make which may be in the form of time or monetary on behalf of the organisation. Normally customers exhibit three sets of behaviours: in-role behaviours, extra-role behaviours and finally elective behaviours (Bolton & Saxena-iyer, 2009). An example of in-role behaviours involves complaint behaviour, which normally occurs within the parameters set by the organisation. On the other hand, extra-role behaviours are set to exist when the customers may be willing to choose within their discretion. An example is when customers willingly suggest to others about organisational offerings, whereas elective behaviours involve the behaviours exhibited by the customers for the achievement of their consumption objective, like suggesting to the organisations on how their services can be improved or enhanced.

The third dimension is the **‘Scope’**, which can either be temporal or geographic. By temporal, it means that the scope could either be momentary or ongoing. With respect to momentary engagement, organisations are expected to make the necessary assessment regarding the firm’s outcome and take the necessary action accordingly.

The temporal aspect of customer engagement can be systematically, momentarily or ongoing customer actions. Hence, the organisations are expected to develop certain processes in order to monitor and adequately address customer engagement. On the other hand, the geographic scope viewed customer engagement as either local or global. Locally involves delivering positive word of mouth personally to others, while global denotes using a global website to communicate the organisation.

The **‘Impact’** dimension of customer engagement is conceptualised into immediacy, intensity, breadth as well as longevity. The immediacy reflects on the speed on how customer engagement behaviours influence its constituents, vis-à-vis the targeted audience. On the other hand, the breadth part of the impact denotes the reach and/or the size of people affected. For instance, spending just one hour to convince someone to purchase a product or patronise a given service explains that it has a narrow breadth, while the intensity is much higher.

More importantly, according to So et al. (2012), prior studies failed to provide a comprehensive and concise conceptualisation and measurement scale for the customer engagement construct. Their study therefore intervened and re-validate the concept as well as provide measurement scales for the construct. From a survey

comprising of customers in the hotel and airline contexts, a 25-item measurement scale consisting of five factors (attention, identification, interaction, enthusiasm as well as absorption) were developed, tested and validated in the study.

So et al. (2014) also reaffirmed the conceptualisation of the concept and provided an enhanced measurement scale for the construct. They asserted that customer engagement involves non-transactional contacts that customers normally perform with an organisation. They further maintained that it can be done online or offline and both have an impact on the customers' purchase decision. They therefore conceptualised the concept as follows:

Enthusiasm; this represents the excitement exhibited by the customers with respect to what they are engaged in. It is believed that enthusiasm signifies a positive affective condition regarding the organisation. This means that enthusiasm denotes the extent of people's excitement or interest regarding their chosen brand. For example, in the context of employee engagement, it has been found that employees who are more engaged are more enthusiastic and passionate about their work and their respective roles in their firms. Enthusiasm is also synonymous with vigour or activation. This means that, the enthusiastic feeling by customers or employees is reflected by the amount of energy exhausted when performing a given task. To this end, the involvement of energy according to Macey and Schneider (2008) is what distinguishes engagement from other related constructs like satisfaction. Unlike satisfaction, which is related to past experience, engagement reflects customers'

endurance. Expectedly, the more enthusiastic guests are, the more they will be engaged with a particular brand.

Attention is argued to be an important determining dimension of engagement. From the employee engagement perspective, it represents the duration or how long an employee focuses on his work and how mentally he is preoccupied with his assigned tasks (Rothbard, 2001). Also, it involves the amount of attentiveness displayed by employees in the course of doing their job. Marketing scholars viewed attention as a conscious participation which according to Vivek (2009) emphasises the degree of consumers' attention toward a particular brand. Engaged customers are more likely to be attracted with all the available information related to a given brand, specifically with respect to such attributes like advertisement and other general information.

Absorption influences both employee and customer engagement. It represents absolute concentration, to the extent of losing one's self-consciousness, time, and even intrinsic enjoyment. From the marketing context, scholars argued that engagement goes beyond concentration towards a given brand, but customers' ability to be absorbed or even engrossed to the brand is what will determine their engagement.

Interaction involves participation (either online or offline) that customers engage in with their chosen brand or other prospective customers. Interaction can exist in the form of customers' involvement in the sharing or exchanging of ideas, experiences about a particular brand or even general exchange of information related to the brand. When customers are fully engaged with their brand, it signifies that they are not passive but rather active members of the organisation.

Identification plays a role toward explaining how customers are identified with a brand. The concept emanates from the social identity theory. It explains the level of attachment of customers to an organisation. According to Bhattacharya, Rao and Glynn (1995), identification motivates and induces customers to recommend organisational offerings to others. Hence, identification promotes customers' engagement behaviour in view of its status of being a cognitive component.

On their part, Vivek et al. (2014) conceptualised customer engagement using three dimensions. They are conscious attention, social connection as well as an enthused participation. They proposed a 10-item scale to measure the construct. Conscious attention represents the extent of interest customers have in the course of their interaction with their chosen brand, or customers focus of engagement. Enthused participation explains the enthusiastic or passionate reactions customers normally exhibit, or customers' feelings toward a brand, while social connections signify how customers improve their interaction with the focus of their engagement, which subsequently reveals mutual relationship with each other.

In effect, according to Brodie, Hollebeek, Jurić and Ilić (2011a), the concept enhances organisational corporate performance through increased sales volume and profitability. Similarly, its contribution towards positive word of mouth referrals as well as recommending particular products against others is also significant (Vivek et al., 2014). Existing or potential customers should therefore view customer engagement beyond purchasing organisational products/offerings, as it involves both

interactions as well as connections with a particular brand or organisational offerings. Hence, this study adopted the four dimensions developed by So et al. (2014) consisting of attention, interaction, absorption and enthusiasm while adopting the other dimension (interaction) from the original work of Rather and Sharma (2017), which is more suitable for this study, making them to be five.

Thus, the intervention of this study becomes imperative as Hapsari et al. (2017) posited that there is a dearth of studies relating to the concept of consumer engagement in marketing fields. Also, the construct of customer engagement to be used in the study is an emerging concept that predicts customer loyalty as argued by Kandampully et al. (2015) which will be looked at from offline perspectives as most studies used the concept as indicated in the literature studied it from the online point of view.

The reputation of a hotel, coupled with its favourable history in dealing with guests, is assumed to be an important determinant of guests' loyalty. To this end, the next section discusses the concept of image.

2.7 Image

The concept of image is attracting attention from both scholars and marketing practitioners in view of its impact in shaping the behavioural decisions of numerous customers (de Leaniz & Bosque Rodríguez, 2016; Kandampully & Suhartanto, 2000; Martínez, 2015). Specifically, brand image is of immense relevance to the consumer behaviour researchers considering its role in influencing individuals subjective

perception, satisfaction as well as behavioural intentions (Jin, Lee, & Lee, 2015). In fact, image is a weapon to achieve a competitive battle (Salinas, Miguel, & Pérez, 2009). According to Wong et al. (2015), image plays a positive role toward influencing the entire marketing activities as it reflects the perceptions customers have regarding an organisation. In effect, Palacio, Meneses and Pérez (2002) posited that brand image has an influence on the overall behaviour of customers. In addition, brand images are also considered to be a prominent intangible asset possessed by organisations. It induces sales and by extension, customer loyalty (Sajtos et al., 2015).

In essence, Hsieh and Li (2008) believed that the ability of an organisation to have a powerful brand image will go a long way towards spreading superior and positive messages to prospective customers. Image is thus considered to be an intangible asset that organisations should possess in view of the severity of competition prevailing in today's environment (Ashraf et al., 2018b). This becomes possible as image to a large extent reduces the risks associated with purchasing or patronising a given service (Kim et al., 2008). Consistent with this, Muhammad and Malik (2011) posited that brand image can be a great source of information and reduces the level of customers' risks associated with the buying decision process. This is due to the dearth of sufficient clues available to customers in the decision making process when dealing with services. In fact, scholars recognise brand image to be an important indicator for assessing the entire organisation (Osman, Mohamad, & Mohamad, 2015) as to a large extent, it is what normally comes to the mind of customers the

moment they hear the name of the organisation (Brown, Dacin, Pratt, & Whetten, 2006; Flavia'n, Guinaliu, & Torres, 2005).

Image is defined by Keller (1993, p.3) as “a set of perceptions regarding a given brand as reflected by brand associations attached in consumer’s memory”. According to Park et al. (1986) in Martínez (2015), the image of a company is also of value to the customers as it offers them functional, experiential and symbolic benefits. They argued that both functional and experiential benefits relate to product-related attributes, whereas the symbolic benefits correspond to the psychological needs of the customers, which do not relate to the product/service. Further, Durna, Dedeoglu and Balikçioglu (2015) viewed organisational image to be the summation of the entire impressions received by customers from various sources. Therefore, they considered image to be an individual’s or group’s beliefs, behaviours or even impressions regarding a particular subject. This subject according to them can be an organisation, a product, or a brand; it can also be a destination or even a person. They also asserted that such impressions (image) to a large extent influence customers’ behaviours, which subsequently impacted on their decisions.

Contrary to physical goods like retail, for example, the services of a hotel cannot be moved to the doorsteps of the guests, hence the need for the hoteliers to pay additional attention to the concept of image considering its impact towards triggering customer loyalty. This is in accordance with Kandampully and Hu (2007), who emphasised that image represents a combination of two basic mechanisms. They are the physical appearance of the subject that can be assessed directly, or the sensitive

mechanism represented by emotional state or views towards the subject (hotels). According to them, a positive image elicits customer satisfaction and equally aids customers to attach positive perception to organisations, which in turn trigger both satisfaction and loyalty.

In effect, the guest' behaviour towards a hotel may be based on the psychological perception or distorted representation of the reality of such hotels existing in their minds. Hence, their behaviours can be determined to a large extent by the hotels' image. Put differently, the intensity of competition coupled with mass expansion in the hospitality sector forced many hotels to distinguish themselves from others. In fact, according to Liat et al. (2017), this can be achieved through their image identity. To this end, image is presumed to be an important differentiator between multiple hotels. More importantly, from the reviewed literature, studies on brand image specifically in relation to the hotel context in Nigeria are limited. Scholars succeeded in coming up with various dimensions to measure brand image.

2.7.1 Image Dimensions

The formation of image is still not clear, as its conceptual framework is still at its infancy (Agapito, Oom, & Mendes, 2013). Hence, the complexity associated with the concept (image) makes its conceptualisation difficult (Ryu, Han, & Kim, 2008). According to Keller (2003), brand image represents various perceptions customers have emanating from their interactions with a brand. Equally, Low and Lamb Jr

(2000) viewed brand image as an affective perception brought about by the relationship that exists between consumers and a given brand.

Accordingly, two components of image were identified by Jiang, Gretzel and Law (2014). They are functional, which is concerned with the tangible and emotional attributes, which relates to the psychological state emanating from feelings and attitudes. The functional quality represents the physical aspect, which are the prices along with the layout of the subject, whereas, the psychological attributes indicate the customers' sense of belonging and their positive or negative feelings toward the subject. In essence, image can be attested from the minds of consumers in accordance with functional along with psychological attributes.

Furthermore, Kandampully and Suhartanto (2000) also categorised two dimensions of image, which are the "holistic image" and "image attributes". According to them, the holistic dimension reflects how individuals mentally capture phenomena as a whole. It involves peoples' impression and feelings regarding a phenomenon. To this end, they operationalised the holistic dimension with respect to the hotel's image in accordance with the guests' perception of the atmosphere, reputation, layout, as well as external appearance of the hotels, whereas the attributes dimension reflects the facilities together with the physical environment that makes and shape the phenomena. They operationalised the attribute dimension in accordance with the perception of the guests regarding the location, physical facilities, price, employee performance, interior design, along with the quality of goods/services offered by the hotels.

Also, other scholars viewed brand image from the cognitive or affective dimensions. For example, according to Dobni and Zinkhan (1990), an image can be considered as a customer's perception towards a subject. According to them, it represents their perceptual phenomenon established through rational along with emotional interpretations, having both cognitive components (belief) as well as affective components (feelings).

2.7.2 Image and Customer Satisfaction/Loyalty

Positive and significant connections have been established between the concept of image and customer satisfaction/loyalty in various studies carried out in multiple contexts. For example, the work of Ashraf, Ilyas, Imtiaz and Ahmad (2018) aimed at examining how customer satisfaction serves as a mediator on the link among four loyalty determinants comprising of service quality, image, perceived value along with satisfaction in four different contexts comprising of hotels, hospitals, banks and education among Pakistani customers. The used of non-probability sampling measures (snowball) was adopted. The result revealed that image along with service quality predicts customer loyalty as customer satisfaction mediated the link among the variables in all the contexts.

Agyei and Kilika (2014) on their part, focused on the Kenyan mobile telecommunication industry with the main goal of examining the link between corporate image and customer loyalty using 320 university students. They adopted the multi-stage stratified method in sampling the respondents. Corporate image was

represented by service quality, the reputation of the chief executive officer, brand image along with physical evidence. Expectedly, brand image was found to have positive and significant impact on customer loyalty. Also, in the context of an environmentally friendly environment, the work of Martinez (2015) investigated how green loyalty is determined. Green trust, green satisfaction, along with green image were presumed to be the predictors of green loyalty in the hotel context in Spain. Using the SEM technique in analysing the hypothesised relationships among the study variables, the outcome of the study empirically validated a model that confirmed that green overall image significantly determined green loyalty. Equally, the findings showed that green image significantly predicted green satisfaction.

Similarly, Neupane (2015) examined how image impacted satisfaction and loyalty intention among UK customers in the retailing domain. Drawing from the six supermarket chains located in London, the study indicated a positive and significant relationship between image and customer loyalty, as well as between brand image and customer satisfaction. The work of Jin et al. (2015) proposed a model that examined the extent to which both first timers and repeaters' perception of quality, their perceived value, image along with customer satisfaction affect their behavioural intention in the context of the water park domain. It was found that park image had a direct and significant impact on customer satisfaction among all the categories of customers. Also, water park image significantly influenced their behavioural intention.

In another study by Al-msallam (2015) using 584 hotel guests, a positive and significant link was established between brand image and customer satisfaction and between brand image and customer loyalty in the hotel context in Damascus, Syria. The study of Osman, Mohamad and Mohamad (2015) was to examine how service quality, customer satisfaction along with image impacted bank customers' loyalty in the Malaysian context. The proposed model was validated using a SEM-PLS technique where a positive and significant link between image and customer loyalty was established. Furthermore, the empirical study of Wong, Wu and Cheng (2015) investigated the links among quality dimensions, quality emotions, image, and satisfaction on festival loyalty using data obtained from 454 customers who attended the 12th food festival of Macau in China. Their model, which proposed a positive and significant relationship among the study variables, has been validated. Festive image was thus found to positively impact festival satisfaction.

Equally, the work of Aziz, Ariffin, Omar and Yoon (2011) examined the expectations along with the perception of tourists (both domestic and foreign) regarding Melaka as a heritage centre in Malaysia. Drawing from the expectancy-disconfirmation theory, the study empirically validated a positive link between the site's image and the satisfaction of the attendees. This indicates that what the attendees see and feel at the heritage site determines their level of customer satisfaction to a large extent. Similarly, Wu, Lin and Hsu (2011) studied the connections among the dimensions of service quality, perceived value, image, customer satisfaction and the passengers' behavioural intentions in the transportation context, specifically among high-speed rail passengers in Taiwan. Using regression

in analysing the relationships among the variables, it was established that image impacted positively and significantly on both customer satisfaction and passengers' behavioural intentions.

Similarly, in the context of the Iranian food industry, the study of Esmailpour and Barjoei (2016) used 384 respondents and the SEM in analysing the hypothesised relationships among the studied variables. The outcome of the study indicated that a positive and significant link has been established between organisational image and customer satisfaction. Additionally, the work of Cheng and Lew (2015) in the Malaysian hotel context found that image determines loyalty.

However, despite the emergence of numerous studies confirming a positive and significant connection between brand image, customer satisfaction as well as customer loyalty, insignificant and negative relationships were recorded in some studies. For example, Jin, Lee and Huffman (2012) investigated the links among brand image, satisfaction, restaurant experiences and loyalty among customers of full-service restaurants. It was empirically found that customers' positive attitude towards brand image had no influence in triggering customer satisfaction in the restaurant's context (full-service restaurants). At the same time, the study of Andreassen and Lindestad (1998) relating to the package tour setting indicated that corporate image directly triggered customer loyalty. However, the link between image and customer satisfaction was found to be non-linear which contradicted the confirmation-disconfirmation doctrine.

Apart from image of the hotels, guests normally patronise the services of hotels, anticipating that they will be happy if their needs are fully met or exceeded. Thus, they are presumed be loyal to such hotels.

2.8 Customer Satisfaction

For long, customer satisfaction has been considered as one of the main goal of many businesses, in view of its role towards enhancing customer retention and organisational profitability (Dimitriades, 2006 ; Bowen & Chen, 2001; Pizam, Shapoval, & Ellis 2016). It also helps toward enriching the customer base of the organisation through making referrals to others (Mosahab, Mahamad, & Ramayah, 2010). Equally, Kandampully and Suhartanto (2000) added that customers who are satisfied with organisational products are less price sensitive; they are less influenced by competitors offerings, buy more from the organisation, and are also more loyal. In fact, some scholars believed customer loyalty is achieved when customers are satisfied.

Additionally, Pizam et al. (2016) affirmed that customer satisfaction is a determining factor that ensures organisational corporate survival, as the cost of retaining existing customers is much lower than the cost (both money and time) involved in attracting new ones. Aydin and Ozer (2005) posited that customer satisfaction is normally an output, which results from the pre- purchase comparison made by customers regarding the expected performance of a given product with the actual performance of such product. Simply put, satisfaction is defined as the variance between

customers' expectation and the performance of a given product. In fact, Parasuruma, Berry and Zeithaml (1991) referred it to a decision made by customers after their experiences with a product. In fact, it is considered to be the overall customers' attitude based on the customer's experiences with the offerings (Kandampully & Suhartanto, 2000).

Pizam, Shapoval and Ellis (2016) argued that customer satisfaction can be viewed as an outcome, or alternatively as a process. It is considered as an outcome as a result of consuming a given product, or experiences obtained from a given service whereas the act of perceptual, evaluation or even psychological processes that resulted in customer satisfaction represents satisfaction as a process. This view therefore emphasises that customer satisfaction is normally evaluated when the service is delivered.

Being a complex construct, scholars defined it in various ways. For example Oliver (1981) gave a comprehensive definition of customer satisfaction as a summarised psychological condition that emanates from the emotions associated with customers' expectations with a product/service, along with their prior feelings regarding the consumption experience. On his part, Kotler (2000) viewed customer satisfaction as differences that exist between what customers anticipate to get in relation to the actual performance of the services rendered, as long as such performances exceed their expectations.

Furthermore, scholars agreed that distinction relating to customer satisfaction arises between a tangible product on one hand and the intangible product (service experience) on the other. This distinction emanates from the intangibility and perishability associated with services, coupled with the inability in separating production and consumption (Kotler & Keller, 2012; Høst, 2004).

In this regard, customer satisfaction is viewed as the pleasure derived by customers through an assessment of the discrepancies that exist between their expectations of service performance and what they actually experienced (Oliver, 1980; Oliver, 1999). Hence, in this context, customer satisfaction signifies happiness and how satisfied hotel guests are regarding their stay in their chosen hotels, and how the hotel is capable of meeting, and by extension exceeding, the requirements of the guests.

2.8.1 Customer Satisfaction and Loyalty

Despite the fact that customer satisfaction has been predicted by scholars as a construct in determining loyalty in various studies (Rai & Medha 2013; Bowen & Chen, 2001; Dagger & David 2012; Hapsari et al., 2017; Nyadzayo & Khajehzadeh, 2016a; Lee, Chua, & Han, 2016; Kandampully & Hu, 2007; Zakaria, Jusoh, Hafizuddin, Ghazali, & Johar, 2016), in other substantial studies, the reverse is the case. Therefore, empirical studies regarding the connection between customer satisfaction and customer loyalty in various contexts appeared to be mixed and inconsistent.

In essence, among the studies that established customer satisfaction to be a determinant of loyalty, is the work of Chua et al. (2017). The study found customer satisfaction to be a predictor of loyalty among the passengers of an airline industry in the United States of America in their study with 394 passengers where the analysed data were obtained through the SEM technique. Makanyeza and Chikazhe (2017) in the study involving 310 bank customers randomly selected in the context of Zimbabwe and SEM methods used in analysing the data confirmed that satisfaction impacted positively on bank customers' loyalty.

In addition, Magasi (2016) conducted a study in the banking context of Sub Saharan Africa, where his finding revealed that customer satisfaction predicts customer loyalty. On their part, Su, Swanson, Chinchachokchai, Hsu and Chen (2016) also found that customer satisfaction has a positive impact on the repurchase intentions as well as positive word of mouth advocacy in the context of Chinese hotels. Similarly, the work of Liat, Mansori, Chuan and Imrie (2017) found that customer satisfaction impacted positively on hotel guest loyalty. Also, Martínez (2015) conducted a study in Spain in which the analysed data was obtained through the structural equation modelling method. It was confirmed that green satisfaction impacted positively on green loyalty.

In the work of Hafez and Akther (2017), where 200 mobile phone subscribers were involved in a study aimed at examining the factors that predict customer loyalty in

the context of Bangladesh, they used ANOVA along with multiple regression method as the techniques in analysing the hypothesised relationships. The outcome of the study confirmed that customer satisfaction determines loyalty. Similarly, the study by Cronin and Taylor (1992) conducted in the service context comprising of dry cleaning firms, banks, pest control firms and restaurant established that a positive and significant relationship exists between customer satisfaction and purchase intention in all the researched areas. Also, Anderson and Srinivasan (2003) examined the effect of satisfaction on loyalty in the e-commerce field and found that e-commerce satisfaction triggered e-commerce loyalty.

However, the study of Kumar, Dalla and Ganesh (2013) after a comprehensive review of extant literature on the link between customer satisfaction and both behavioural and attitudinal loyalty found that connection between the variables is not sufficient to predict loyalty. Furthermore, the findings also revealed that the satisfaction-loyalty link is not static as it changes over time. Their findings revealed that customer satisfaction alone, as a construct is insufficient to predict loyalty despite a positive link that exists between them. They therefore recommend the inclusion of other variables in the relationship, and among them is perceived value in order to have a more realistic picture of the model.

Also, Bowen and Chen (2001) conducted a study aimed at identifying attributes that trigger hotel guest loyalty involving 364 guests. Their findings disconfirmed the satisfaction-loyalty relationships. Similarly, the study of Hicks, Apge Jr., Behe,

Dennis and Fernandez (2005) using an internet survey conducted an interview to determine the customers' actual purchasing behaviour. It was found that satisfaction did not have a positive effect on the buyer's repurchase intentions. Moreover, Jiang and Zhang (2016) in their work found that satisfaction was not a function of loyalty among travellers in China. Similarly, Yang and Lau (2015) conducted a study with the objective of examining the factors that trigger customer loyalty among generations X and Y tourists in the context of luxury hotels in China. Two hundred and eighty-five tourists were involved in the study, and the hypothesised links were analysed using structural equation modelling. The outcome of the study indicates that satisfaction does not predict the loyalty of the Generation Y customers.

2.8.2 Customer Satisfaction as a Mediator

It has been documented in the literature that the links between the determinants of customer loyalty is not always direct. Rather, sometimes it has to be via a mediating mechanism. To this end, customer satisfaction has been found to mediate the relations between various constructs that predict customer loyalty in some studies. For example, in the context of fast food restaurant, Namin (2017) conducted a study where the analysed data were obtained through CFA, SEM and path analysis. The outcome revealed that the behavioural intentions of the customers cannot be achieved through improved service quality but can only be enhanced when customer satisfaction becomes an intermediary.

Equally, Makanyeza and Chikazhe (2017) in their study found that satisfaction mediates the link between service quality and bank customers' loyalty in the context of Zimbabwe. In a similar industry, the study of Kannan and Duke (2015) also confirmed that satisfaction served as a mediator on the connections between service quality and the bank customers' loyalty. In the insurance context, Picón-Berjoyo et al. (2016) validated a model regarding the direct and indirect link between loyalty and some constructs that trigger it. They included perceived switching cost, perceived value along with customer satisfaction. Satisfaction and perceived switching cost were used as mediating variables in the study. The finding showed that customer satisfaction mediated the link in the proposed model. Similarly, customer satisfaction served as a mediating variable on the connection between service quality and the guest's willingness to recommend. In the context of Malaysian theme parks, Ali, Kim, Li and Jeon (2016) found that customer's delight together with customer satisfaction mediated the connection between the studied variables.

In the banking context, Minh and Huu (2016) proposed and confirmed that customer satisfaction mediates the connection between service quality and customer loyalty. In the same industry, other scholars such as Caruana, (2002); Hassan, Malik, Imran, Hasnain and Abbas (2013); Lee and Moghavvemi (2015) as well as Mosahab, Rahim, Mahamad and Osman (2010) also found customer satisfaction to be a mediator with the constructs that predict loyalty. In addition, in the context of the Indonesian railway industry, Pudjiastuti (2013) found that customer satisfaction mediates the connection between service quality and customer loyalty. In the

restaurant domain, Ryu, Han and Kim (2008) found that customer satisfaction served as a mediator on the relationship between restaurant's image and perceived value with behavioural intentions. In the context of the Bangladesh telecommunication sector, Akbar and Parvez (2009) examined and investigated how perceived service quality, trust and satisfaction impacted loyalty. It was found that customer satisfaction mediates the link between quality of the services and customer loyalty. Similarly, Nesset and Helgesen (2009) found that satisfaction served as a mediator on service quality and loyalty relationships in the Norwegian context, specifically in the educational domain.

From the foregoing, it can be affirmed that most studies that use customer satisfaction as a mediating mechanism between the predictors of customer loyalty are not within the hospitality (hotels) domain, while scholars such as Makanyeza and Chikazhe (2017) suggested the use of mediators in a different context aside from banking and in different countries and culture. Consistent with this, Oh and Kim (2017) in their work which reviewed the constructs that trigger loyalty consisting of customer satisfaction, service quality as well as customer value in the articles published in the leading marketing journals within the hospitality and tourism domain over the last 15 to 16 years recommended the inclusion of more independent or mediating/moderating variables. According to them, to be included is the inclusion of customer satisfaction as a mediator.

Among the few studies that considered satisfaction as a mediator in the hotel industry is the work of Jana and Chandra (2016) who examined how value

propositions impacted guest loyalty outcome, specifically willingness to recommend. The outcomes revealed that customer satisfaction plays a mediating role between perceived value and the hotel guest's loyalty. Hence, after reviewing the related literature relevant to the study, the proposed study also intends to fill the literature gap identified.

Apart from customer satisfaction, offering guests with memorable experiences determines the success of organisations operating in a competitive environment (Kim, 2014). Hence, the next section discusses the concept of customer experience.

2.9 The Concept of Customer Experience

Organisations have now realised that their ability to create superior customer experience have gone a long way towards their achievement of customer satisfaction and loyalty, which subsequently improves their profitability positions (Lin & Bennett, 2014). Saleem et al. (2016) affirmed that since customer loyalty is a product of various constructs, consideration on the experience customers have towards their interactions with a given product or service needs to be given utmost priority. Thus, experience according to Chen and Chen (2010) represents memorable encounters with offerings that are engaging and at the same time enjoyable. In fact, scholars agree that experience exists either during the consumption period or after (Tung & Ritchie, 2011). Furthermore, Berry, Carbone, and Haeckel, (2002) also reiterated that for an organisation especially service providers to effectively compete, they must make sure that they create a favourable customer experience. According to them, this

can be realised by identifying the clues worthy of customers' consideration when making their purchase. Similarly, Verhoef et al. (2009) are of the belief that customer experience is the result of a series of interactions that exist between customers of a given product with such products, an organisation or its part, which might provoke reactions. They further asserted that experience is solely personal, and thus requires the involvement of the customers at various levels of such interactions. In the word of Gentile, Milano and Noci (2007), experience represents an internal along with subjective response from the customers regarding any contact directly (during the purchase process by the customer) or indirectly (unplanned encounters, such as word of mouth) with the organisation.

In fact, experience is among the basic sources of information; it is a means that ensures the risk involved in searching, evaluation and usage of the product/service is minimised. In effect, experiences with a given service such as hotel offerings have a great impact towards influencing customers to re-patronise such services in the future, especially when such service is evaluated after consumption. Hence, customer loyalty is presumed to be achieved through such re-purchasing and the subsequent usage of the service over time. Similarly, scholars agreed that customer experience has a greater tendency towards influencing future purchase behaviours. In fact, customers' intention to purchase is largely determined by their experience (Zhou, Dai, & Zhang, 2007) as the frequency of service usage impacts positively and significantly on attitude.

However, Verhoef et al. (2009) argued that despite the importance of the construct to the practitioners and marketing researchers, it is not fully exploited as there is a paucity of studies regarding the concept, especially with respect to the underlying theories that underpin its antecedents and the resultant consequences.

2.9.1 Customer Experience and Satisfaction/Loyalty

Various studies have been conducted by researchers, regarding the link between customer experience and loyalty in different contexts. For example, the study of Velázquez, Blasco, Saura, and Contrí (2010) that focused on the restaurant setting examined how the experiences of the customers impacted loyalty, specifically attitudinal loyalty. It was also discovered from the study that the level of loyalty varies in relation to customers' experience involved in patronising the service. The work of Biedenbach and Marell (2010) aimed to examine how customer experience determines brand equity in the B2B service context. Their models confirmed a positive link between experience and customers' brand loyalty. In addition, a positive and significant link has also been established between customer experiences with brand awareness along with brand associations.

In their longitudinal study, Boulding, Kalra, Staelin, and Zeithaml (1993) found that experience impacted positively and significantly on satisfaction, as the long term effect of experience on satisfaction was found to be immense. Similarly, the study of Zhang, Agarwal and Lucas (2011) revealed a positive connection between customer experience and customer loyalty. Furthermore, drawing from the stimulus-organism

response model, Yi and Gong (2009) equally found that experience had a positive effect on customer satisfaction. Also, Ali, Amin and Cobanoglu (2016) examined the connections among experience, emotions and satisfaction and their impact on price acceptance among the guests patronising the services of a resort hotel in China. The findings of the study revealed a positive and significant link between experience and emotions. Furthermore, the outcome also indicated that both experience and emotions determine satisfaction, where experience was proxied to be the physical environment of the hotels, along with guests' contact with hotels' staff and other guests within the selected resort hotels. In effect, an effective experience is likely to evoke the emotions of the customers, which according to such consumption experience to a large extent triggers customer loyalty (Martin, Collado, & Rodriguez, 2013).

Similarly, Ali, Kim, Li and Jeon (2016) conducted a study whose objective lies on determining how visitors' experience predicts both satisfaction delight and loyalty in the Malaysian theme park context. The analysed data obtained with the aid of PLS-SEM method found that experience in the form of physical settings, interaction with both staff and customers impacted positively and significantly on satisfaction. Also, Xiang, Schwartz, Gerdes and Uysal (2015) examined how big data aids in understanding current hospitality issues, specifically on how hotel guest experience determines satisfaction. A positive connection was found to be established. Thus, eliciting customer satisfaction in the hotel context can also be realised through experiencing a memorable service as well as through cordial interactions with employees and other customers as emphasised by Martín-ruiz, Barroso-castro and

Rosa-díaz (2012). In effect, this justifies the beliefs of scholars that service experience has a significant effect on customers' satisfaction.

Accordingly, experience normally emanates from the customers' instant response to the tangible as well as the intangible stimuli, emphasizing that satisfaction is also being determined by physical environments of where the service is delivered (Han & Ryu, 2009). At the same time, Grace and O'Cass (2004) argued that the core service and employee service along with the feelings experienced during service encounter have a direct influence on satisfaction. They equally asserted that other consumers occupying the same service environment also have a direct effect on customer satisfaction. Similarly, customer satisfaction is influenced by the positive perception consumers have and other cues related to the physical environment.

2.9.2 The Dimensions of Customer Experience

The concept of experience had been conceptualised by scholars in various settings. Experience is thus conceptualised by Rose, Clark, Samouel and Hair (2012) to be a psychological construct. It represents holistic responses that the contact customers had with their service providers, consisting of both cognition and affect. It is thus believed that experience is associated with experiential aspects (Palmer, 2012). Equally, Gentile et al. (2007) found that experience is created through the feeling, thinking and other action of a customer related to the offerings of an organisation. In effect, four dimensions of experience consisting of aesthetic, education, escapism together with entertainment were developed by Pine and

Gilmore (1998). These dimensions were also considered and operationalised in services-related studies.

Scholars within the hospitality context have also succeeded towards conceptualising the concept of experience. For example, Hemmington (2007) came up with five dimensions of the concept within the domain of hospitality. They are the host-guest relationship, generosity, safety and security, along with small surprises and theatre and performance. Similarly, Knutson, Beck, Kim and Cha (2009) identified four dimensions consisting of environment, accessibility, incentive as well as driving benefit. On his part, Walls (2013) also developed two dimensions, which are physical environment together with human interaction. In addition, according to Berry et al. (2002), service experience is built from the clues that have both functional and emotional features.

Similarly, Brakus, Schmitt and Zarantonello (2009) developed a four-dimensional scale relating to brand experience, consisting of sensory, affective, as well as the intellectual and behavioural dimensions. Also, more recently Pijls, Groen, Galetzka and Pruyn (2017) developed a multi-dimensional measure specifically validated in the hospitality context. Their work came up with new dimensions of the construct, in which the dimensions were inviting, care and comfort.

It is presumed that information regarding the servicescape, the core service as well as the employees engaged for the service delivery and consumption enhances the emergence of customer experience. Equally, customers' association with their fellow

customers also improves their experiences. In effect, emphasis on customer experience needs to be accorded additional priority by service organisations dealing with hotel services which is highly experiential (Mossberg, 2007). Also, Goldberg, Green and Wind (1984) affirmed that in the hotel context, experience-delivering features determine the hotel's choices. Ofir, Raghurir, Monroe and Heiman (2008) added that consumers' experience is determined by the level of their contact not only with the physical environment, but also with other customers as well as the ambiances available during the consumption process. This study therefore consider guests' experience during consumption as an important factor to be given utmost consideration as suggested by Adhikari and Bhattacharya (2016).

2.9.3 Customer Experience as a Moderator

The environment where the service is being delivered especially if the service is intangible like hotels' services is highly experiential (Ofir, Raghurir, Monroe, & Heiman, 2008). Also, Goldberg et al. (1984) observed that in the hotel context, experience-delivering features determine their hotel choices. Ofir, Raghurir, Monroe and Heiman (2008) added that consumers' experience is determined by the level of their contact not only with the physical environment, but also with other customers as well as the ambiances available during the consumption process. This study considers the guests' experience during consumption as an important factor to be given utmost consideration (Adhikari & Bhattacharya, 2016).

In essence, experience is an important concept, which needs to be given additional attention especially in hotel context due to the nature of their offerings which is largely experiential. Lin and Bennett (2014) argued that there is a dearth of studies that measured customer experience, especially in testing its effects on both customer satisfaction and loyalty. This assertion is equally shared by Lemke, Clark and Wilson (2011) and Maklan and Klaus (2011). In addition, according to Bagdare and Jain (2013) and Lin and Bennett (2014), past studies usually consider the construct of experience as a dependent variable on a satisfaction/loyalty relationship, ignoring the fact the concept could be used to mediate or moderate between them. For example, the study of Pappas, Pateli, Giannakos and Chrissikopoulos (2014) attempted to establish whether experience can moderate the connections between two different relationships. That is, the link between some determinants of satisfaction as well as the link between satisfaction and intention to re-patronise in an online shopping domain. With the use of SEM supported with multi-group analysis in analysing the data, the findings of the study empirically indicated that experience as a construct moderated the connection between performance expectancy with satisfaction, as well as between satisfaction and the intention to re-patronise. Moreover, it was also found that prior experience by the customers strengthened performance expectancy/satisfaction relationships. At the same time, satisfaction and intentions to re-purchase relationships was found to be weakened.

Equally, according to Khalifa and Liu (2007), the effect of satisfaction on customers' repurchase intention is significantly moderated by experience. It is thus presumed

that customer experience can moderate the relationship between customer satisfaction and loyalty in this study.

Scholars are of the belief that studies need to be grounded by some underpinning theories that will serve as their basic foundations for them to achieve the desired results (Oh & Kim 2017). Hence, the following section provides the theories that underpinned the present studies.

2.10 Underpinning Theory

This section describes the underpinning theories, which serve as the foundation upon which this study is grounded. They are the social exchange theory along with the confirmation-disconfirmation paradigm.

2.10.1 Social Exchange Theory

The social exchange theory (SET) is among the earliest theories that deal with social behaviour. The emergence of the theory is credited to the works of prominent scholars in the fields of sociology and psychology (Homans, 1958; Thibaut & Kelley, 1959; Blau, 1968; Emerson, 1962). For example, Homans (1958) viewed social exchange as the interactions people engage in that are capable of yielding an exchange of resources between them. He further asserts that the resources involved in the exchange are not only related to items that are tangible such as money and physical goods, but equally involves intangibles. Thus, SET is guided by the assumption that any action voluntarily ventured by people is being motivated by the anticipated reward or return associated with that relationship (Homans, 1958). In fact,

Anderson and Narus (1990) in explaining the SET affirmed that for parties to be engaged in a relationship, they must anticipate that the outcomes to be derived from such exchange exceed what they should have obtained through another party. In the words of Lambe, Wittmann, and Spekman (2001), SET is premised on the ground that interdependence among relational partners is normally developed through the continued interactions among the exchange partners.

In effect, Lambe et al. (2001 p. 6) posited that;

“SET postulates that exchange interactions involve economic and/or social outcomes. Over time, each party in the exchange relationship compares the social and economic outcomes from these interactions to those that are available from exchange alternatives, which determine their dependence on the exchange relationship. Positive economic and social outcomes over time increase the partners’ trust of each other and commitment to maintaining the exchange relationship. Positive exchange interactions over time also produce relational exchange norms that govern the exchange partners’ interactions”.

Also, Lambe et al. (2001) maintained that the foundation in which SET was built is premised within four pillars: first, relational exchange which results in monetary (economic) and/or social outcomes. Second, these outcomes (both economic and/or social) are continuously being compared with competing alternatives for the exchange relationships to be determined. Third, steady positive outcomes are capable of enhancing the exchange among the relational partners. Fourth, steady favourable interactions among the partners create exchange ‘norms’ responsible for guiding the relationship. According to the doctrine of SET, parties continue to engage in a relationship when they receive an excess of what they have offered from each other (Anderson & Narus, 1991). The quest for economic value, specifically monetary value is thus captured by the SET.

Similarly, since exchange association leads to both economic along with social outcomes, this reveals the fact that people are being involved in a new relationship or maintain existing ones in anticipation of certain rewards which could be social and/or economic rewards. The economic reward according to Lambe et al. (2001) encompasses monetary attributes. Thus, in view of the rationality of human beings, people engage in a relationship where their value will be maximised. This quest for value is equally presumed to be a determining factor that triggers hotel guest to patronise and by extension be loyal to their chosen hotels. The social reward on the other hand involves satisfaction, ability to acquire spiritual value, achievement of personal goals, as well as sharing. Above all, hotels' guest loyalty is presumed to be achieved, if sustained relationships are maintained between the guests and their chosen hotels.

Guests as customers are expected to respond to their pleasurable stay through positive thought and feelings towards their chosen hotels, especially if they receive the desired benefits from such relationships. In this regard, social exchange involves an obligation in which a party (e.g., hotel employees) provides the other party (the hotel guests) with an exceptional service through enhanced expertise in anticipation of continued patronage (customer loyalty). Guests are presumed to re-patronise the offerings of hotels when the resultant service they perceived with respect to the quality of the services offered to them is substantial. In effect, Constantinou-Vasilios Pripouras, Stylo, Rahimi and Vedanthachari (2017) used the SET as an underpinning theory that explains their framework which involves service quality and its effect on guests' patronage in the Airbnb accommodation in Thailand.

Similarly, according to Wang, Law, Hung and Guillet (2014) in an exchange relationship, parties usually strive to maintain a balance where a partner anticipates a reward when he gives out something (cost). The variance between these two reflects the behaviours of the parties involved (e.g., profit). This cost-reward perspectives can best corroborate with the interaction portion of customer engagement (Hollebeek, 2011).

The SET has thus been used extensively by various researchers in their studies, for example, in the context of B2B (Briggs & Grisaffe, 2010), human resource (Tung, Chen, & Schuckert, 2017), branding (Wang et al., 2014), and other fields. As elaborated earlier, social exchange is considered to be any voluntary action engaged by people motivated by the gains to be derived from others as a result of such relationship (Blau, 1964). The level of their satisfaction regarding the reward will determine their inclination to continue the relationship. Applied to this study, it emphasises that hotel guests seek specific rewards from a relationship that will influence or motivate them to become loyal by abandoning competing products and continue patronising the hotels that will maximise their reward (value). Emerson (1976) clearly pointed that such reward in an exchange can either be social or economic.

Moreover, reflecting on this study, when a guest approaches a hotel for a given service, the hotels will provide such services voluntarily. As such, a mutually beneficial relationship is expected to exist between the guests and the hotels. According to the theory, the guests will maintain the relationship if he realises that

the benefits or outcomes obtained from a particular hotel will not be provided by a competing hotel (Anderson & Narus, 1990). Furthermore, by applying SET in this study, it portrays that hotel guests seek specific benefits or rewards capable of leading to loyalty to their chosen hotels through sustained patronage.

Furthermore, according to Peter (2014), the SET lies on the doctrine of ‘give’ and ‘take’. In any meaningful relationship, all parties involved have expectations from each other. Such relationships ought to be mutually beneficial to the parties involved. Since SET represents efforts in explaining how individuals relate either within themselves or with their chosen firms, researchers believe that the theory is compatible to explain or underpin loyalty in general (Khalid, 2016; Abubakar, 2015).

Equally, the impact of satisfaction as one of the variables used in the study can clearly be explained by the SET. Meanwhile, scholars agreed that the role satisfaction plays in a relationship is highly crucial, as guests are continuously seeking for the hotels capable of meeting and even exceeding their requirements which may eventually lead them to be happy and become loyal to such hotels. In addition, Blau (1964) describes social exchange to be a voluntary activity exhibited by people who are motivated by returns or benefits anticipated from relating with others, and Briggs and Grisaffe (2010) added that the more individuals are satisfied with these benefits or rewards, the more they are likely to continue with that relationship. Put differently, SET can comfortably capture and explain customer satisfaction because satisfaction represents some stimulus or reinforcement

continually aspired by people and if achieved, it will subsequently lead them to be happy and loyal.

Furthermore, regarding the construct of experience, a successful service encounter with a desired hotel will likely facilitate future patronage because positive experience will to a large degree result in positive feelings which will subsequently lead to enhanced patronage (Alnawas & Hemsley-brown, 2019).

Interestingly, SET comfortably also fits with the variable of customer engagement used in the study as well. The concept of customer engagement according to Brodie et al. (2011b) is deeply rooted in the theories that address and underpin RM and other experiences resulting from an interaction with services. Harrigan et al. (2017) in their study related to tourism context emphasised that the SET reaffirms the claims that people become engaged in a relationship after a complete evaluation regarding the benefits they derive in a relationship. This view is equally shared by Brodie, Hollebeek, Jurić and Ilić (2011), who stressed that customers will not be engaged with an organisation until after the continued assessment of the costs and benefits attached to such relationship. This clearly reveals that hotel guests will be engaged with their preferred hotels as long as they realise that the benefits derived from the interaction in terms of economic along with social reward is worthy. Thus, the concept of customer engagement entails frequent contacts between customers and their preferred brands brought about by emotional, psychological as well as physical investment on the part of the customers towards such organisations (Brodie et al., 2013).

In essence, SET is believed to be the foundation through which this notion of investment can be grounded, emphasising that people normally evaluate costs (both tangible and intangible) associated with any transaction before engaging in a relationship (Thibaut & Kelley, 1959; Harrigan, Evers, Miles, & Daly, 2017). Thus, engagement to a particular brand or organisation continues when a balance between costs and benefits is maintained (Brodie et al., 2011b). In effect, guests may invest both enthusiasm and attention when engaging with hotels in anticipation of some benefits such as discounts when they feel belonged to their chosen hotels.

Customer engagement is presumed to be brought about by the repeated contact between guests and the hotels and is expected to strengthen the psychological as well as the emotional bond between the parties. This is in agreement with the assertion by Thibaut and Kelley (1959) who maintained that individuals assess the tangible along with the intangible cost/benefits when engaging in a relationship. This implies that for customer engagement to exist, the guests must achieve or strike a balance between the cost and the anticipated benefit over time. This assertion is supported by Harrigan, Evers, Miles and Daly (2017), who argued that if the benefits exceed the cost involved in a relationship, the customer might be enthusiastic, attentive and invest a great sense of belonging to such hotels. In service context like the hotels, emotions greatly have influence on the extent to which the parties to a relationship not only perceive, but also feel regarding shared activity.

As earlier emphasised, SET is based on the assumption that individuals enter into a relationship in anticipation of some benefits or rewards, which might either be social

or economic (Hallén, Johanson & Seyed-Mohamed, 1991). Therefore, it can rightly be said that the ability of hotels' guests to maximise their value for money in the form of reduced prices from a given hotel in comparison to that of competitors will enhance their economic status. This will go a long way in boosting their repeat patronage as well as referring such hotels to others. Equally, proponents of the theory assert that SET maintaining a steady relationship is associated with social reward which is more valued than economic rewards (Murdvee & Blau, 2009). They went further to emphasise that this social reward goes along towards boosting exchange partners' level of emotional satisfaction and values.

Furthermore, according to Ali (2012), the SET model comprises of five basic elements. Firstly, human behaviour which is governed by the doctrine of rationality. This means that people are inclined towards something that will maximise their rewards, and they may seek other sources (substitute) if that objective is not met. Secondly, the relationship must be reciprocal where both parties will benefit. Thirdly, the social exchange is drawn from the justice principle, so that in every exchange, behaviour is basically governed by a norm of fairness. Fourth, a party to the relationship will seek to minimize cost and maximise their gains. Lastly, the instrument of coercion is not involved in the relationship, as mutual consent must be agreed upon. In essence, SET is premised on cost, benefit, comparison level, dependence and satisfaction.

From the foregoing, guests are likely to continue patronising the services of hotels that are capable of offering services that meet or exceed their needs at reasonable

prices when compared to its pairs. This will also likely boost the emotional and psychological bond between the hotels and the guests. Apart from the SET, the study is also supported by the expectancy-disconfirmation theory.

2.10.2 The Expectancy-Disconfirmation Theory

This is the supporting theory upon which this study is underpinned. This theory derived its root from the expectation-disconfirmation paradigm. It is a well-applied theory specifically in the consumer behaviour field where constructs like customer satisfaction, service quality and other post-purchase behaviours are studied (Hsu, Chiu, & Ju, 2004; Patterson & Spreng, 1997). In fact, the theory is widely applied in both business-to-business as well as the business-to-consumer contexts (Curtis, 2009).

Thus, the theory can perfectly capture some independent variables of this study (perceived service quality, image, customer satisfaction and perceived value). For example, according to the submission of Hsieh, Kuo, Yang and Lin (2010), service quality can be assessed based on the disconfirmation paradigm. This is also in line with Grönroos's (2001) evaluation of expected service regarding perceived services as well as the gap model by Parasuraman et al. (1988) which is rooted on the disconfirmation paradigm. In this regard, customers normally assess the service quality offered by an organisation by making an evaluation between the expected services delivered with the actual performance of the perceived service (Parasuraman et al., 1985). In essence, the ability of the hotels to deliver quality services explains

that they are conforming to the guests' expectation consistently. This means that the greater the service quality perceived by the guests, the more positive or favourable the disconfirmation and the greater the post-purchase behaviour which will ultimately lead to loyalty to a given hotel.

It is worthy to note that the results of the guests' comparison between what they expect and what they actually perceive will determine whether or not they get a negative or positive outcome and this will determine their loyalty. Furthermore, customers' expectation could also be reflected on the image or the service provider's reputation (Oliver, 1981). Thus, the perceived image of an organisation can be assessed by customers based on their perceived expectation regarding the reputation of the organisation and its actual performance. Higher expectation is normally associated with positive disconfirmation and vice-versa.

Perceived value, on the other hand, deals with the assessment of perceived sacrifice made by customers in anticipation of perceived benefits to be derived from in a relationship (Teas & Agarwal, 2000). This emphasises that a guest has an expectation with respect to the benefit he will get, based on the sacrifice he made in an exchange. In this regard, the guests make a comparison of the value derived in relation to the costs incurred, which is capable of leading to satisfaction/dissatisfaction which will eventually lead to loyalty. In fact, guests' perceived value can rightly be explained by the expectancy-disconfirmation theory.

2.11 Hypotheses Development

Scholars agreed that the hypotheses of a study need to be expressed explicitly regarding what is expected in such study (Zikmund, Babin, Carr, & Griffin, 2013). They further revealed that hypotheses are expected to be logically presented, expressed in an understandable sentence, be specific, and can also be empirically tested.

2.11.1 Relationship between Perceived Service Quality and Customer Loyalty

It has been proven in a plethora of studies that service quality has a direct and positive impact on loyalty. For example, the quantitative study of Lee, Sun, Wu and Xiao (2018) found that service quality impacted positively and directly on hotel guest loyalty in China. Similarly, Priporas, Stylos, Vedanthachar and Santiwatana (2017) found that a direct relationship was established between service quality and loyalty among Airbnb accommodation guests in Thailand. Equally, the work of Muhammad, Sadaf and Asif (2017) confirmed that service quality has a direct effect on the re-purchase intentions in the context of a Pakistani airline.

Consistent with this, the study of Saadat, Khushnood and Ahamad (2017) revealed that all SERVQUAL dimensions had a direct effect on loyalty in a cellular franchising domain. Moreover, the study of Liat, Mansori and Huei (2014) verified that perceived service quality impacted positively and significantly on loyalty in the Malaysian hotels sector. In the hotel context, the study of Saleem and Raja (2014) showed that perceived service quality had a direct effect on loyalty among five-star

hotel guests. Leong, Hew, Lee and Ooi (2015) measured service quality through multidimensional measures of SERVPERF in the airline context. Their study found that the perception of quality service had a direct effect on loyalty among passengers that patronised not only the low cost, but also the full service option. In addition, service quality was found to have a direct impact on guests' behavioural intentions in the Malaysian resort hotels by Ali (2015). Furthermore, Ganiyu (2016) revealed that service quality had a direct effect on passengers' loyalty in the Nigerian airline domain. Additionally, Makanyeza and Chikazhe (2017) in the banking sector of Zimbabwe identified service quality to have a positive impact on loyalty. Hu, Kandampully and Juwaheer (2009) empirically validated the direct impact that service quality has on guest retention in hotels in the Mauritius context among luxury, mid-scale and economy classes.

Drawing from the above studies, there exist strong indications that service quality as perceived by customers has a positive relationship with customer loyalty. In this regard, the study hypothesised that perceived service quality of hotel guests has a strong relationship with their loyalty towards the services of such hotels.

H₁: Perceived service quality has a significant positive relationship with customer loyalty in the Nigerian hotel industry.

2.11.2 Relationship between Service Quality and Customer Satisfaction

It has been proven in a plethora of studies that quality greatly determines satisfaction in various contexts. For example, the work of Shoaib, Salam, Fayolle and Jaafar

(2018) verified the link between airline service quality and passengers' satisfaction in the Malaysian context. The multi-dimensional measure of the AIRQUAL scale confirmed a direct and positive significant connection with satisfaction. The work of Ahadmotilaghi and Moghaddam (2017) determined that perceived service quality directly and positively impacted satisfaction in the hotel context in Iran. Also, in a related study, the work of Liat, Mansori and Huei (2014) showed that service quality directly impacted satisfaction in the Malaysian hotel domain. Additionally, Saleem and Raja (2014) confirmed that service quality had a strong effect on customer satisfaction in the five- star hotels situated in Pakistan.

Similarly, the study of Minh, Ha, Anh and Matsui (2017) examined the quality of the services offered by three-star hotels on guests' satisfaction in Vietnam. Drawing from SERVQUAL dimensions of measurement, the result verified a direct and positive link between perceived service quality and satisfaction. Equally, in the work of Ganiyu (2016), service quality was found to have a direct influence on customer satisfaction in the Nigerian airline context. Furthermore, Chen and Chen (2010) studied guests' experience in heritage tourism by examining the link between service quality and customer satisfaction. A direct effect regarding the quality of their experiences on satisfaction was established. Moreover, Liat, Mansori, Chuan and Imrie (2017) in their attempt to examine the effect of quality along with service recovery in the hotel industry found that service quality significantly induced guests' satisfaction. Furthermore, the work of Makanyeza and Chikazhe (2017) related to the Zimbabwe banking context showed that satisfaction significantly predicts loyalty.

Moreover, Rajendran, Rajendran and Sai (2008) considered service quality as a second-order construct in their study relating to the tourism context. They empirically validated the construct using dual second-order models consisting of SQ1 and SQ2. While the SQ1 had five first-order factors, involving food, security, hospitality, values for money and logistics, the SQ2 on the other hand consisted of nine first-order factors. They are personal information, hygiene, price fairness, information centres, amenities, core tourism experience, personal information, along with pubs and irritants. The finding of the study indicated that the sub-dimensions of service quality consisting value for money, hospitality, security, food and logistics impacted positively on satisfaction.

Similarly, in the study by Ali et al. (2016) which was conducted in the Malaysian hotel industry involving 204 guests, the analysed data obtained through PLS-SEM found that both functional and technical quality had a significant impact on customer satisfaction. In the study, service quality was categorised as functional quality along with technical quality and treated as a second-order reflective sub-construct in which functional quality had five indicators and technical quality had three items, both measuring service quality. Furthermore, the study of Mhlanga and Siyongwana (2018) which adopted the HOLSERV measurement in assessing service quality indicated that a positive connection exist between the dimensions of tangibles and reliability with customer satisfaction.

The above evidences justified that a direct and positive link between perceived service and customer satisfaction may exist. To this end, this study hypothesised that service quality as perceived by the guests is capable of triggering loyalty in hotels' context.

H₂: Perceived service quality has a significant and positive relationship with customer satisfaction in the Nigerian hotel industry.

2.11.3 Relationship between Perceived Value and Customer Loyalty

The roles perceived value play towards determining loyalty is acknowledged by scholars. The study of Yeh, Wang and Yieh (2016) regarding smart-phone loyalty in Taiwan, and the dimensions of perceived value of functional, emotional along with the social values were found to have a direct effect on loyalty. In the domain of community-based tourism in the Korean context, Kyung-Hee and Park (2016) also found that perceived value impacted positively on customer loyalty. The dimensions of perceived value considered in the study were measured through economic, functional along with emotional and social value. Perceived value was also established to have a direct influence on the re-purchase intentions among customers patronising cruise services among repeat buyers (Petrick, 2004).

Perceived value was equally found to have a positive effect on customers' re-purchase tendency in the restaurant domain in the work of Jackie (2004). Value has been found to have a direct and positive effect on guests' loyalty in Hong Kong by Choi and Chu (2001). Similarly, Mohammed and Riyad (2017) used a modified MALLVAL dimension to suit the Islamic context. The study confirmed that the new

Muslim MALLVALL had a direct effect on shoppers' intention to repurchase as well as recommend shops to others in the United Arab Emirates. In a related study, El-Adly and Eid (2016) in the UAE mall context using the MALLVAL dimension revealed a direct and positive link between shoppers' perceived value and customer loyalty. Also, the study of Al-sabbahy, Ekinci and Riley (2004) confirmed that the choice of hotels and restaurants is determined by acquisition cost (value for money) and this has a great effect on customers' intention towards re-considering the services of the hotels and restaurants, and also enhances their repeat patronage behaviour. Similarly, the work of Mencarelli and Lombart (2017) confirmed that perceived value has a direct and positive influence not only on attitudinal loyalty, but also on behavioural loyalty in the retailing domain. The study of Ryu, Han and Kim (2008) in the quick-casual restaurant domain, found perceived value to be a determinant of customers' behavioural intention.

The above arguments therefore suggest that a direct and positive connection between PV and CL could be achieved in Nigerian hotels' context. Henceforth, we hypothesise a significant and positive link between the guests' perception of value and loyalty.

H3: Perceived value has a significant relationship with customer loyalty in the Nigerian Hotel Industry

2.11.4 Relationship between Perceived Value and Customer Satisfaction

Several scholars verified that a direct and positive association between perceived value and customer satisfaction in multiple studies exist. For instance, in the hospitality context, Pena, Jamilena and Molina (2013) considered two dimensions of perceived value of functional and affective dimensions and examined their effect on both reputation and satisfaction, where recommendation along with repurchase intention serve as proxies to loyalty. The study revealed that the perceived value dimensions (functional and affective) had a direct and positive effect on satisfaction. The work of Morgan and Govender (2017) found that perceived value had a direct impact on customer satisfaction in the South African cellular market.

Also, the work of El-Adly and Eid (2016) in the context of shopping malls in UAE using perceived value dimension of MALLVAL verified a direct and positive link between perceived value and customer satisfaction. The work of Williams and Soutar (2009) in the adventuring tourism context of Australia measured perceived value multi-dimensionally using value for money and novelty along with value for money and confirmed that a direct link exists between perceived value and satisfaction. Similarly, perceived value impacted positively on customer satisfaction in the study of Morgan and Govender (2017) related to the South African telecommunication domain. Also, Ryu, Lee and Gon Kim (2012)'s work relating to the restaurant context verified that perceived value significantly determines customer satisfaction. Equally, perceived value significantly and positively determines

customer satisfaction in the restaurant context in a study of Ryu, Han and Kim (2008).

From this, it can be seen that evidence has been established in linking a positive relationship between perceived value and customer satisfaction in various contexts. Therefore, the study proposes a hypothesis indicating a significant positive relationship between the guests' perception of value and satisfaction.

H4: Perceived value has a significant positive relationship with customer satisfaction in the Nigerian hotel industry.

2.11.5 Relationship between Customer Engagement and Customer Satisfaction and Loyalty

Being an emerging construct in the field of marketing, there is a dearth of studies regarding the concept of customer engagement, specifically on empirical studies (Grewal, Roggeveen, Sisodia, & Nordfält, 2017; Hapsari, Clemes, & Dean, 2017). However, the study of Hapsari, Clemes and Dean (2017) confirmed that customer engagement has a direct impact on loyalty among airline passengers. Consistent with this, So, King, Sparks and Wang (2016) validated a model that revealed a direct effect on loyalty in the airline and hospitality contexts. Similarly, Thakur (2016) after validating a model for measuring customer engagement also found that customer engagement had a significant influence on loyalty in the mobile device shopping context.

Consistent with this, Harrigan, Evers, Miles and Daly (2017) validated the 25-item scale developed by So, King, Sparks and Wang (2014) which they replaced with the 11 items of 3-dimensional measure in the social media context. The results of their study confirmed that engagement predicted loyalty. Hapsari et al. (2017) also verified that customer engagement had a significant effect on loyalty among Indonesian passengers patronising the services of airlines. However, in the work of Skippari, Nyrhinen and Karjaluo (2017) in the context of grocery retail in Finland, an indirect effect was established between customers' value and engagement on patronage.

Based on the findings of these studies, the study hypothesised that customer engagement had a significant and positive effect on hotel guest loyalty. It also proposes a hypothesis of a significant effect between customer engagement and loyalty among guests patronising the services of the Nigerian hotels.

H₅: Customer engagement has a significant and positive relationship with customer loyalty in the Nigerian hotel industry.

H₆: Customer engagement has a significant and positive relationship with customer satisfaction in the Nigerian hotel industry.

2.11.6 Relationship between Image and Customer Satisfaction/Loyalty

Several studies found that image has a significant and positive influence on customer loyalty and satisfaction. For instance, in the study of Ashraf, Ilyas, Imtiaz and Ahmad (2018), brand image was found to predict loyalty in four different Pakistani

industries consisting of hotels, banks as well as hospitals and the educational context. Brand image was found to significantly and positively impact loyalty in the work of Agyei and Kilika (2014), which was conducted in the education domain. Also, overall image was found to predict loyalty in a study conducted by Martinez (2015) in the Spanish environmentally-friendly context. Similarly, the findings also revealed a significant link between image and customer satisfaction.

In addition, Neupane's (2015) study which was conducted in the context of the UK retailing context confirmed a positive and significant correlation between image and both satisfaction and loyalty. Similarly, Jin et al. (2015) found that image impacted positively on satisfaction in the water park context. In the hotel domain of Damascus, Syria, Al-msallam's (2015) study validated a model that confirmed a significant positive link between image and both satisfaction and loyalty. A positive and significant connection between image and loyalty was also confirmed in the work of Osman, Mohamad and Mohamad (2015) in the Malaysian context. Similarly, the empirical work of Wong, Wu and Cheng (2015) validated a model which affirmed a significant positive connection between image, loyalty and satisfaction in Macau, China. In the Iranian food sector, Esmaeilpour and Barjoei (2016) empirically validated a model that established a positive and significant connection exists between organisational image and customer satisfaction.

From this, the study proposed the following hypotheses:

H7: Image has a significant positive relationship with customer loyalty in the Nigerian hotel industry.

H₈: Image has a significant positive relationship with customer satisfaction in the Nigerian hotel industry.

2.11.7 Relationship between Customer Satisfaction and Loyalty

Satisfaction-loyalty relationships have been validated in several studies. One is the work of Han et al. (2018) in the context of the coffee market, where the study aimed at identifying the factors that trigger loyalty among the customers patronising the services of a chain coffee market in South Korea. SEM was employed in testing the relationships among the studied variables, and the findings showed that customer satisfaction significantly and positively impacted loyalty. Furthermore, the study of Ahadmotilaghi and Moghaddam (2017) determined that customer satisfaction had a direct impact on customers' re-purchase intentions in the Iranian hotel industry. Also, the work of Saleem and Raja (2014) in the context of hotels, specifically in five-star hotels of Pakistan, confirmed that satisfaction positively and significantly impacted guests' loyalty. Customer satisfaction was equally found to have a direct effect on cognitive, conative as well as affective loyalty in the hospitality context by Kim, Vogt and Knutson (2015). Furthermore, tourist satisfaction was found to have a direct effect on customer loyalty among customers patronising the services of community-based tourism of Korea in the work of Yeh, Wang and Yieh (2016). In addition, the study of Morgan and Govender (2017) in the South African mobile cellular industry found that customer satisfaction had a direct impact on customer loyalty. Pena et al. (2013) also verified that customer satisfaction greatly predicts customer loyalty in the hospitality context. Similarly, Martínez and Rodríguez del Bosque (2013) found that customer satisfaction significantly determines loyalty in

the Spanish hotel industry. The study of Jackie (2004) which focused on the restaurant context showed that customer satisfaction significantly determines customers' future purchase behaviour. Also, satisfaction greatly determines loyalty in the hotel context as confirmed in the work of Liat, Mansori, Chuan and Imrie (2017). Furthermore, Morgan and Govender (2017) in the South African telecommunication domain showed that satisfaction significantly determines loyalty.

Judging from the above arguments, evidences abound that satisfaction can predict loyalty. Therefore, the study proposes that a significant relationship exists between satisfaction and hotel guest loyalty. This implies that guests who are satisfied with the offerings of hotels are likely to exhibit loyalty.

H₉: Customer satisfaction has a significant and positive relationship with customer loyalty in the Nigerian hotel industry

2.11.8 The Mediation Effect of Customer Satisfaction on the Link between Service Quality, Perceived Value, Customer Engagement and Image on Loyalty Relationships

Apart from its role as a predictor of loyalty, satisfaction plays an equally mediating role between the predictors of loyalty. In the Indonesian telecom domain, Achmad and Fernandes (2018) found that satisfaction mediates the connection between service quality and other variables consisting of market orientation along with marketing mix strategy on customer loyalty. Also, the study of Ashraf, Ilyas, Imtiaz and Ahmad (2018) examined how satisfaction mediates the link between service quality, organisational image and perceived value in four different service contexts,

involving hotels, hospitals, banks and education institutions among Pakistani customers. The outcome of the study verified that customer satisfaction served as a mediator in service quality-loyalty relationships.

In the hotel context, Priporas, Stylos, Vedanthachar and Santiwatana (2017) found that satisfaction had a partial mediating effect on the link between service quality and loyalty among Thailand guests. Similarly, in the Pakistani context, Muhammad, Sadaf and Asif (2017) confirmed that satisfaction mediates the connection between quality and loyalty among airline passengers. Moreover, the work of Su, Swanson and Chen (2016) confirmed the assertion that satisfaction fully mediates the link among Chinese guests' perception of quality and their intention to re-purchase. Similarly, the study of Leong, Hew, Lee and Ooi (2015) verified that customer satisfaction mediates the service quality-loyalty link among airline passengers. Ganiyu (2016) also found that customer satisfaction had a mediating effect on service quality-loyalty relationships in the Nigerian airline industry. In addition, satisfaction mediates the connection between quality and loyalty in Zimbabwe, specifically in banking (Makanyeza & Chikazhe, 2017). Equally, the study of Kannan and Duke (2015) confirmed that satisfaction served as a mediator on the connections between service quality and bank customers' loyalty.

Furthermore, Namin's (2017) work in the restaurant context found that improved service quality can only determine customers' behavioural intentions when satisfaction mediates the relationship. Similarly, Nasset and Helgesen (2009) found that customer satisfaction serves as a mediator on customer satisfaction and loyalty

relationships in the Norwegian context, specifically in the educational domain. Similarly, in the hotel industry, Jana and Chandra (2016) examined how value propositions impacted guest loyalty outcome, specifically the willingness to recommend. The outcomes revealed that satisfaction plays a mediating role between perceived value and hotel guest loyalty. Similarly, satisfaction also mediates the link between service quality and the guest's willingness to recommend. In the context of the Malaysian theme park, Ali, Kim, Li and Jeon (2016) found that customer delight together with customer satisfaction mediates the connection between the studied variables.

In addition, customer satisfaction served as the mediating variable on the perceived value- customer loyalty relationship in a number of studies. The study of Ashraf, Ilyas, Imtiaz and Ahmad (2018) in Pakistan involving four distinct service sub-sectors of hotels, education, hospitals along with banks confirmed that customer satisfaction mediates the effect on the link between customers' perception of value and loyalty. Similarly, the work of Ali (2015) found that customer satisfaction mediated the link between value for money and behavioural intentions in the context of Malaysian hotels. Also, in the study of El-Adly and Eid (2016), customer satisfaction was found to mediate the relationship between the dimension of MALLVAL and customer loyalty in the shopping mall context of the UAE. Similarly, customer satisfaction mediates the perceived value-loyalty linkage in a study by Morgan and Govender (2017) in the South African telecommunication domain. In addition, customer satisfaction mediates the link between perceived value

and behavioural intentions of the customers in the work of Ryu, Lee and Gon Kim (2012).

Furthermore, customer satisfaction has been found to mediate the relationship between image and customer satisfaction in various studies. For instance, the work of Ene and Özkaya (2014) in the context of retailing confirmed that satisfaction serves as mediator on the link between image and loyalty. Also, the study of Kunanusorn and Puttawong (2015) conducted in the educational realm found that the university image mediates the relationship between students' satisfaction and loyalty in Thailand. In a similar context, the work of Thomas (2011) also confirmed that image mediates the link between the students' satisfaction and loyalty. In the restaurant context, Ryu, Han and Kim's (2008) work confirmed that customer satisfaction serves as a mediator on the connection between the image of the restaurant and customers' behavioural intention.

Drawing from the above, the study proposes customer satisfaction to be a mediating variable in the relationship among perceived service quality, value, and image on hotel guest loyalty.

H₁₀: Customer satisfaction mediates the relationship between perceived service quality and customer loyalty in the Nigerian hotel industry.

H₁₁: Customer satisfaction mediates the relationship between perceived value and customer loyalty in the Nigerian hotel industry.

H₁₂: Customer satisfaction mediates the relationship between customer engagement and customer loyalty in the Nigerian hotel industry.

H₁₃: Customer satisfaction mediates the relationship between image and customer loyalty in the Nigerian hotel industry.

2.11.9 Moderating Effect of Customer Experience on the Relationship between Satisfaction and Loyalty

The environment where a service is being delivered especially if the service is intangible (such as hotels) is highly experiential (Ofir, Raghurir, Monroe, & Heiman, 2008). Also, Goldberg, Green and Wind (1984) observed that in the hotel context, experience-delivering features determine their hotel choices. Ofir, Raghurir, Monroe and Heiman (2008) added that consumers' experience is determined by the level of their contact not only with the physical environment, but also with other customers as well as the ambiances available during the consumption process. This study consider guests' experience during consumption as an important factor to be given utmost consideration (Adhikari & Bhattacharya, 2016).

The need to include the construct of experience to moderate the relationship among some determinants of loyalty has been highly recommended (Pena, Jamilena, & Molina, 2013; Srivastava & Kaul, 2016). Specifically, mixed results have been found in various studies of the relationship between customer satisfaction and loyalty. For example, mainstream studies found the relationship between customer satisfaction and loyalty to be positive and significant (Dagger, 2012; Baumann, Elliott, & Burton, 2012; Mokhtar & Maiyaki, 2011; Bowen & Chen, 2001; Kumar, Dalla &

Ganesh 2013; Qiu, Ye, Bai, & Wang, 2015). Similarly, other studies found that customer satisfaction does not predict loyalty (Kwak, McDaniel, & Kim 2012; Dagger & David 2012; Kumar, Pozza & Ganesh 2013; Oyner & Korelina, 2016; Jiang & Zhang, 2016; Yang & Lau, 2015; Bowen & Chen, 2001; Hicks, Apge Jr., Behe, Dennis, & Fernandez 2005). Drawing from the above deliberations regarding the inconsistent findings and the role of customer experience in enhancing experiential relationships, a moderating variable (CEX) is assumed to moderate the association between customer satisfaction and customer loyalty. Against these reasons, the last hypothesis of the study is proposed.

H₁₄: Customer experience moderates the relationship between customer satisfaction and customer loyalty in the Nigerian hotel industry.

2.12 Hypotheses Summary

The following represents the summary of the proposed hypotheses of the study

H₁: Perceived service quality has a significant positive relationship with customer loyalty in the Nigerian hotel industry.

H₂: Perceived service quality has a significant positive relationship with customer satisfaction in the Nigerian hotel industry.

H₃: Perceived value has a significant positive relationship with customer loyalty in the Nigerian hotel industry.

H₄: Perceived value has a significant positive relationship with customer satisfaction in the Nigerian hotel industry.

H₅: Customer satisfaction has a significant positive relationship with customer loyalty in the Nigerian hotel industry.

H₆: Customer engagement has a significant positive relationship with customer loyalty in the Nigerian hotel industry.

H₇: Customer engagement has a significant positive relationship with customer satisfaction in the Nigerian hotel industry.

H₈: Image has a significant relationship positive with customer loyalty in the Nigerian hotel industry.

H₉: Image has a significant positive relationship with customer satisfaction in the Nigerian hotel industry.

H₁₀: Customer satisfaction mediates the relationship between perceived service quality and customer loyalty in the Nigerian hotel industry.

H₁₁: Customer satisfaction mediates the relationship between perceived value and customer loyalty in the Nigerian hotel industry.

H₁₂: Customer satisfaction mediates the relationship between customer engagement and customer loyalty in the Nigerian hotel industry.

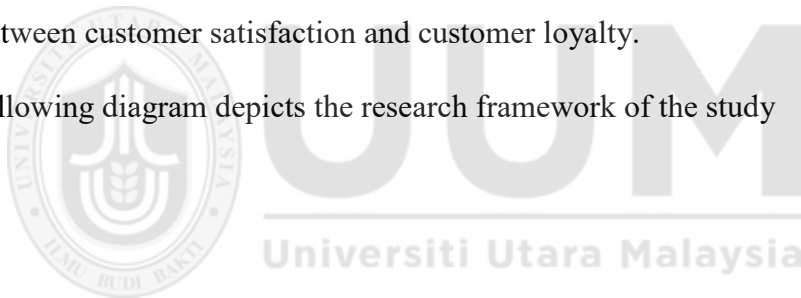
H₁₃: Customer satisfaction mediates the relationship between image and customer loyalty in the Nigerian hotel industry.

H₁₄: Customer experience moderates the relationship between customer satisfaction and customer loyalty in the Nigerian hotel industry.

2.13 Research Framework

following an extant review of related literature coupled with recommendations offered by prior studies, the study came up with a framework to examine the mediating role of customer satisfaction and the moderating role of customer experience on the relationships among perceived service quality, perceived value, customer engagement and image on customer loyalty in the Nigerian hospitality industry. In effect, the research framework consists of four independent variables namely, perceived service quality, perceived value, customer engagement along with image. Customer loyalty represents the dependent variable, while customer satisfaction served as a mediating variable and customer experience mediates the link between customer satisfaction and customer loyalty.

The following diagram depicts the research framework of the study



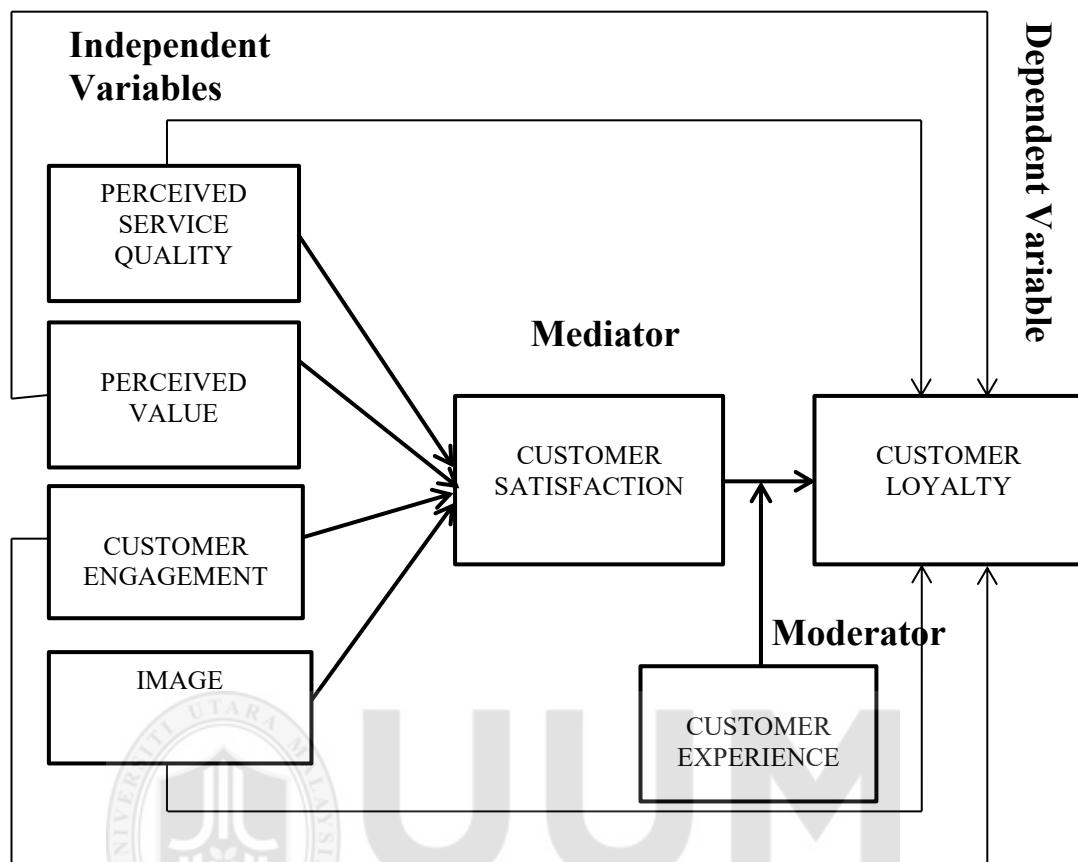


Figure 2. 1
Research Framework

2.14 Chapter Summary

The chapter reviewed the related literature regarding the concept of customer loyalty. It begins with an elaboration of the concept of RM in the hospitality domain, followed by examining the concept of loyalty with some of its determinants. They include perceived service quality, perceived value, customer engagement and customer satisfaction with their respective dimensions. Also, the mediating effect of customer satisfaction was examined. The hypotheses of the studies were also formulated. Equally, the underpinning theories within which the study is grounded

were elaborated, and the research framework was depicted. They research hypotheses were raised and finally, the summary of the chapter was presented.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the methodology used in carrying out this research. It describes the methods along with the techniques employed in the study. Also, the research design, measurement of the variables used in the study as well as sampling size and design were explained. Similarly, the data collection procedure and the techniques used for data analysis were discussed. In effect, the section consists of research design, the study population, the study sample and sampling technique employed, the measurement of variables, as well data collection procedures and data analysis techniques used.

3.2 Research Design

In the words of Zikmund (2000), research design represents a blueprint responsible for the specifications of the methods along with the procedures used in conducting researches. Similarly, consistent with above, Osuala (2005) is of the belief that research design is the procedural framework within which the research is conducted. It guides investigators as they collect, analyse and interpret observations. It further aids them in making inferences to have a generalisation of the larger population (Kothari, 2012). The study employed the survey method as it seeks the opinion and the attitudes of guests regarding their loyalty to their chosen hotels. This is in line with Zikmund et al. (2013) who opined that the survey method is the most appropriate choice when determining how variables (both sociological and

psychological) like respondents' opinion and their attitudes are distributed and interrelated.

Specifically, this research seeks to determine the perceptions and opinions of hotel guests with respect to their perceived service quality, perceived value, hotel's image, their satisfaction and experiences as a result of their interaction with their chosen hotels, their level of engagement and/or intentions to become engaged with the hotels, as well as their willingness to remain. Thus, a cross-sectional survey approach was considered to be the most appropriate.

The research approach of the study being quantitative aims to assess the structural interactions between the studied variables. Since the cross-sectional design approach was adopted, the data was retrieved once, which was during the conduct of the research. In the view of Lancaster (2005), a cross-sectional survey remains the best method accessible to a researcher as long as the objective of the research is to sample the perception of respondents or their opinion towards certain issues of concern. Data was gathered from respondents and correlation design was used to establish relationships among the independent variables comprising perceived service quality, perceived value, image and customer engagement. Customer satisfaction served as the mediating variable and customer experience was expected to moderate the link between customer satisfaction on one side and the dependent variable, which is customer loyalty, on the other side.

Furthermore, the study made use of PLS path modelling using SmartPLS 3 in testing the proposed hypotheses in view of its user-friendliness tendency and the possession of an enhanced and reliable algorithm that can be used automatically, coupled with its advanced bootstrapping capabilities (Hair, Jr. et al., 2017).

3.3 Population and Sample of the Study

The population of this study consisted of all the guests patronising the services of hotels operating in Nigeria. However, the entire population of the guests in the Nigerian hotels appeared to be homogeneous (Gbenga & Osotimehin, 2015), and the objective of the study did not involve making comparisons of the hotels in various regions of the country. The Kano state was selected as the area of coverage as far as this study was concerned. Kano is considered as one of the most vibrant and commercial cities in Nigeria (Gorondutse, 2014; Maiyaki, 2012). It is also considered as the commercial hub of northern Nigeria. In fact, the state is nicknamed as the 'centre of commerce', as it attracts a large number of visitors from within and outside Nigeria. Similarly, the state is well known for its commercial activities since the era of the trans-Saharan trade (Kano State Investors Handbook, 2013). This prompted the proliferation of various hotels in the state as a result of a large number of guests trooping to the ancient city for commercial and other purposes.

In effect, all the registered hotels that operate in the Kano state and the total number of the guests patronising their services constituted the research population. According to the Kano State Ministry of Commerce Industry, Cooperative and Tourism, there are 82 registered hotels operating in the Kano state as of February

2018 with a multitude number of guests patronising their services daily. However, the population of the guests in this study is confined to the total number of the hotel guests chosen as a sample size patronising the services of all the hotels operating in the state.

Although guests normally patronise different hotels, the services provided by such hotels are somehow similar across different parts of Nigeria (Gbenga & Osotimehin, 2015). To this end, it can be asserted that the sample obtained from the population can be considered to be homogeneous. This is in accordance with Babbie (1990), who maintained that the homogeneity of subjects that constitute the population paves the way for the relaxation of severe sampling method necessary for generalisation.

3.3.1 Sample Size

Collecting data from the entire population may be extremely difficult, especially if the population is extremely large. This is due to the time constraints and cost involved (Sekaran, 2003). Thus, obtaining an adequate and representative sample size becomes an important and challenging decision faced by researchers (Kothari 2012). The size of sample should neither be excessively large, nor too small. To this end, a sample needs to be chosen so that it represents the population in its entirety. The sample's main characteristics should be similar or identical to those of the population (Gray 2004). It is important to note that the larger the sample size, the smaller the magnitude of sampling error whether in qualitative or quantitative research. Sekaran (2003) also argued that as the sample size increases, the reliability that can be derived from the result of such research will also increase. Similarly,

Cohen (1998) confirmed this assertion by adding that, in order to minimise sample error and at the same time achieve enhanced accuracy of results, the sample size needs to be large. Hence there is a need to critically determine the appropriate sample size as required in most quantitative surveys (Bartlett, Kotrlik, & Higgins, 2001).

There is a disagreement among scholars on the exact acceptable and appropriate sample size (Flynn & Dawn, 2001). Hence, various sample sizes have been suggested in different studies. For example, Krejcie and Morgan (1970) believed that a sample size of 384 is enough regardless of how large the population is. However, Hair, Black, Babin and Anderson (2007) asserted that a large sample is needed to test a research model when SEM is to be used due to less stability associated with small samples. Yet, there is no agreement among the researchers regarding the sufficiency of sample sizes if SEM is to be employed as long as it ranges from 50 to 5000 (Anderson & Gerbing, 1988). Furthermore, Delice (2001) added that a sample size that ranges between 30 to 500 will be considered sufficient as long as it has a confidence level of five percent.

3.3.2 Sampling Technique

Scholars identified two types of sampling. They are probability as well as the non-probability sampling measures (Sekaran & Bougie, 2010). To ensure full representation, the study used the multi-stage cluster sampling method. This becomes necessary considering the complexity of the population (guests) where the use of a straightforward sampling method may not be effective. Thus, this assertion

is confirmed by Babbie (1990) who posited that the need to design sampling appropriately becomes imperative in social science research especially where the population list cannot be easily obtained. To this end, the dearth of actual sampling frame coupled with the cost advantages associated with this cluster sampling technique prompted the decision to use this method. Interestingly, researchers agree that cluster sampling is considered as a design that falls under the probability sampling technique (Cooper & Schindler, 2006). According to them, the means of cluster sampling usually represent an unbiased estimation of the study population's mean. Equally, according to Zikmund et al. (2013), if a researcher is unable to have a reliable sample frame, the use of a cluster sampling becomes an option. They further confirmed that cluster design falls under probability sampling design. It requires the grouping of the initial sample, referred to as a cluster, and the subsequent selection of elements or units within each of the selected cluster. Hence, this sampling method appears to be appropriate considering the size and the nature of the study population. As such, a fair representation capable of yielding high level of acceptability is achieved, as emphasised by Balian (1982) who posited that multi-stage sampling yields a precise and decent representation of the entire population.

To this end, the heterogeneity of the subject under consideration, which in this study refers to hotels, necessitates the need for the selection of all the hotels that are operating in the Kano state of Nigeria, regardless of their star ranking, to be the study area. In essence, this research involved all the hotels in Kano, which are 82 in number (refer to appendix B) to have an adequate representation. The hotels were grouped based on their star rankings as categorised by the Kano State Tourism

Board. It has been established by the board that the hotels operating in the state are classified within the range of 1 to 4 star rankings. This categorisation, according to Back and Parks (2003), is that the guests patronising the services of such hotels attach more value to the benefits derivable from enhanced services anticipated. Furthermore, there is greater tendency that guests in five-star hotels may be less responsive compared to those in the lower star hotels (Bekir & Demirer, 2015).

3.3.3 Sample Size Determination

Choosing an appropriate sample size ought to be given the desired attention in order to get rid or reduce the errors associated with sampling (Saunders, Lewis & Thornhil, 2007). According to Zikmund et al. (2013), scholars stand to commit type 1 error (rejecting null hypotheses when it is indeed true) when their study sample size is too small. An excessive sample is associated with much time and resources. Hence, there is a need to have an appropriate sample size for the effective and efficient conduct of this study.

An appropriate sample size can be selected according to various rules-of-thumb. For example, Cohen (1998) came up with a more scientific method (G*Power) for the determination of an acceptable minimum sample size expected in a study. It is explained through critical parameters that relate to the effect size, level of significance, the number of predictors as well as the anticipated statistical power, whereas effect size denotes the extent in which two groups of samples differ. The statistical power signifies how the difference can be detected should there be any. Using the much improved G*Power 3.0.10, and in agreement with the suggestion of

Cohen (1998) of considering effect size (f^2) of 0.15, significant level (α) of 0.05, and the statistical power ($1-\beta$) to be 0.95 to compute the minimum size requirement of the study with seven predictors, the outcome of 166 was realised as depicted in Figure 3.1. This represents the minimum sample required for this study.

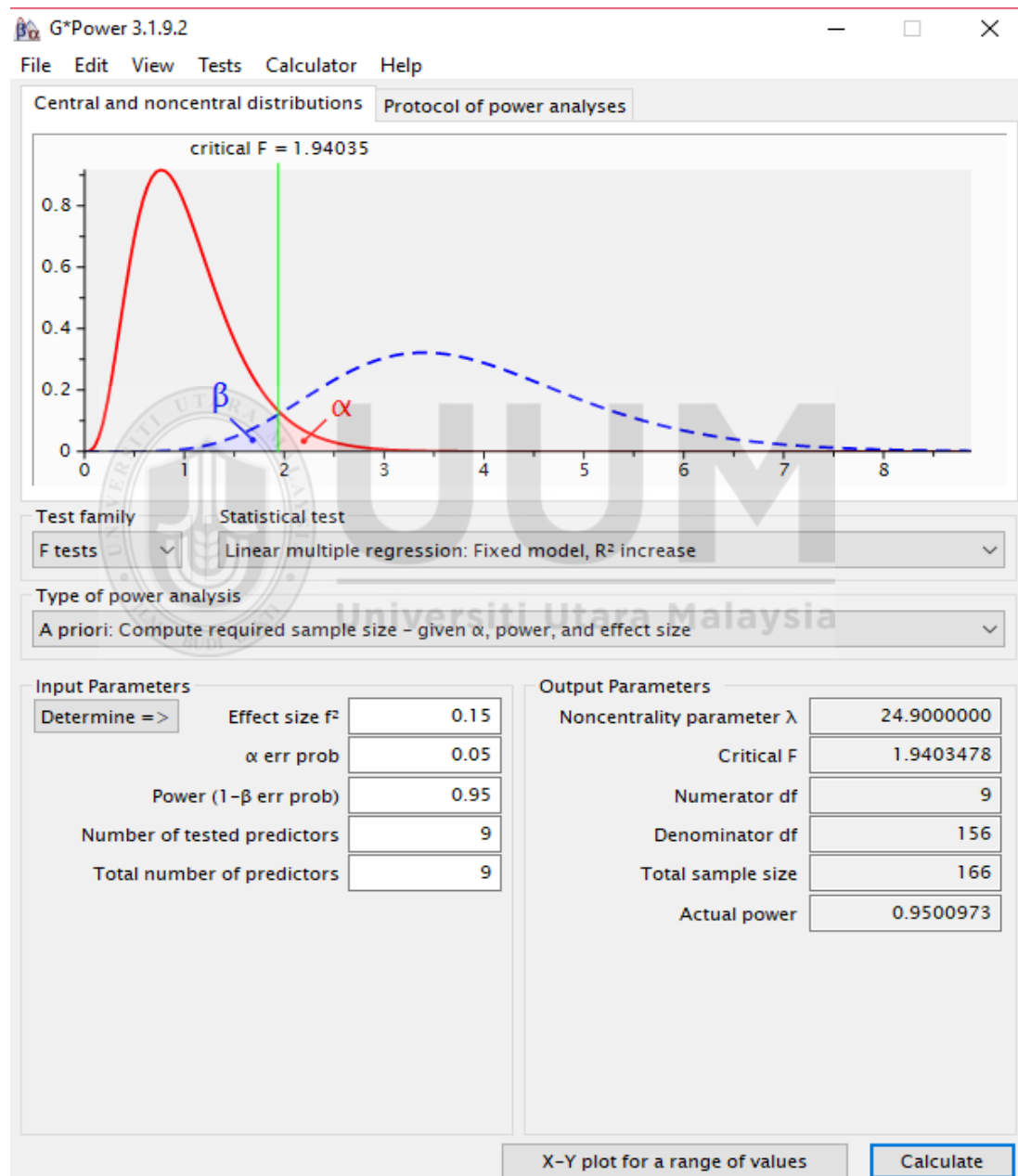


Figure 3. 1
G*Power, Showing the Expected Sample Size

Source: Researcher (2019)

This re-affirmed that the sample size of the study should not be fewer than 166.

Similarly, in determining the appropriate sample size of this study and considering the unavailability of exact guests that patronise the services of the hotels, the population is thus considered to be infinite. However, based on the available **based** on the estimated total number of guests that patronised the services of hotels operating in Kano state in the year 2018 as obtained from the Kano state tourism board totaling one million seven hundred and fifty seven (1,757,000). Going by the suggestion offered by Krejcie and Morgan (1970), the required sample size of this population is three hundred and eighty four (384). In other words, the work of Krejcie and Morgan (1970) stipulated that 384 respondents can be considered as an adequate sample size in such population. This assertion is equally shared by scholars such as Saunders, Lewis, and Thornhill (2007). Hence, a sample of 384 has been used in a number of studies (Gouji, Taghvaei & Soleimani, 2016; Izogo & Ogba, 2015; Suhartanto, 2011; Yan, 2015).

An attempt was made to calculate the sample from each hotel. As stressed earlier, there were 82 hotels presently operating in the state as obtained from the Kano state ministry of commerce and tourism. They further categorised the hotels based on star-ranking (refer to Appendix B) ranging from 1 to 4 star. There are ten four-star hotels, nineteen hotels categorised as three-star, whereas twenty one are two-star hotels, and the remaining thirty two belong to the one-star category. The summary of how the sample as apportioned to the hotels is depicted in Table 3.1.

Table 3.1
Showing Sample Distribution

Star Ranking	Number of Hotels	Calculation per hotel	Sample size
1-Star Hotels	32	$32 \div 82 (384) = 150. 150 \div 32 = 5$	5
2-Star Hotels	21	$21 \div 82 (384) = 98. 98 \div 21 = 5$	5
3-Star Hotels	19	$19 \div 82 (384) = 89. 89 \div 19 = 5$	5
4-Star Hotels	10	$10 \div 82 (384) = 49. 49 \div 10 = 5$	5
	82	383.99	

Source: Field Survey (2019)

The above table shows the number of guests selected for the study. The numbers were obtained from all the hotel categories ranging from 1 to 4 star hotels. Since there were 82 hotels involved in the study and the study made use of 384 guests (Krejcie & Morgan, 1970) as the sample size, the number of hotels in each category (star ranking) was divided by the total number of hotels in all the categories, which was 82. The result obtained was then multiplied with the sample size (82). The outcome gave the number of hotels in each star ranked category. Finally, the number of hotels in every category is divided by the answer obtained in order to obtain the exact number of guests to be contacted in each hotel. From the above calculation, 4.67 were obtained for the 82 hotels available. The number is therefore rounded up to get a total of 5. Hence, five guests were approached in all the hotels regardless of their star ranking. This increased the sample size to 420. An increment of sample size has also been supported by a number of scholars (Hair Jr, Wolfinbarger, Ortinau & Bush 2010; Mason, Tideswell & Roberts, 2006). Hence, based on the above

calculation, logical generalisations were made from the sampling method used in the study as supported by Saunders et al. (2007).

Mall intercept approach was adopted in selecting the respondents of the study. In effect, a systematic method using random interval was embraced in engaging potential respondents of the study. The guests were contacted before exiting their chosen hotels where every third guests was requested to participate in the study, and when he or she expressed unwillingness to participate, the next available guest was selected. The exercise was carried out during weekends and week days in order to ensure enhanced and better representative sample with respect to demographic variables. Also, as disclosed by the various operations managers in the hotels under study, they normally experience high traffic during the weekends (from Fridays to Sundays). Therefore, the study began administering the questionnaires within such days. Mall intercept technique has been widely used in the consumer behaviour related studies (Nusairat, Abdel Hakim, Tahir, Sunil, & Grazyna, 2017 ; Abraham & Poria, 2019).

3.4 Unit of Analysis

The unit of analysis of a study represents who or what the researcher studied. According to Hair et al (2010), it can be the individuals involved or an organisation. It can also be represented by the social interaction or even combinations of either organisations or individuals. Individuals are thus considered as the unit of analysis. Specifically, hotel guests represent the unit of analysis in the study. Hotel guests have thus been used extensively as the unit of analysis in various studies (e.g., Jana & Chandra, 2016; Kim & Kim, 2016; Kim, Vogt, & Knutson, 2015; Worsfold,

Fisher, & Andrew, 2016). This is because factors triggering loyalty should be viewed from the angle of the customers (Chen, 2015). In particular, the study examined individual factors that include perceived service quality, perceived value, customer engagement, image and customer satisfaction, customer experience along with individual hotel's guest loyalty.

3.5 Method of Data Collection

There are several available techniques employed by researchers to collect their data. Gray (2004) asserted that the choice of data collection method is largely determined by the nature of the research question, the methodology employed as well as the strategy and the theoretical approach adopted in conducting the research. This study collected data via self-administered survey instrument (questionnaire) which were distributed to various guests who were the main customers patronising the services of hotels in the Kano state. In effect, the questionnaires were administered to the guests being customers of all the hotels (Appendix B). The decision that prompted the adoption of this method emanated from the fact that substantial information needed in the study can be quickly obtained, as completed questionnaires can quickly be retrieved from the respondents (Sekaran & Bougie 2010). Also, in order to encourage a quick response from the respondents, hand delivery was adopted as suggested by Lancaster (2005). In fact, it is the most efficient mean especially in an environment where the research culture is not at its peak as in the case of Nigeria (Abubakar, 2015).

3.6 Operational Definition/Variable Measurements and Instrumentation

The variables to be investigated are operationalised in this section. Thus, an attempt was made to clearly define and operationalise the variables. Also, measurements of the variables, which were adapted or adopted from previous studies were highlighted.

3.6.1 Perceived Service Quality

This study adopts the definition of service quality as given by Parasuraman, Zeithaml and Berry (1988 p.17) which is “the degree of discrepancy between customers’ normative expectations for the service and their perceptions of the service performance”. It involves the level of superior services offered to the guests that ensures their safety, the level of professionalism exhibited by the hotel staff in the course of their interactions with the guests, how reliable the service of the hotels are, and the ability of the hotels to meet all its promises as perceived by the guests.

The service quality measurement was adopted from the original work of Wong, Mei and Dean (1999) where eight additional items were included or modified from the original SERVQUAL model to suit the peculiarities of the hotel context. Also, three items from the original SERVQUAL model were removed, resulting in the modified scale (HOLSERV) having a total of 27 items, since SERVQUAL already had 22 items. This means that the new dimensions comprising of employees, tangible and reliability had 13 items, 8 items and 6 items respectively. Another advantage possessed by the HOLSERV method over the original SERVQUAL is the inclusion

of added items related to security and safety, which is of paramount relevance, specifically in the Nigerian domain.

Employees involved items exclusively related to employees regarding their behaviour and how they appear. The main emphasis regarding this dimension revolves around the ability of the hotels to provide prompt services, their willingness to assist guests, ensuring confidence in service delivery, politeness, knowledge acquisition, skilfulness, caring, understanding, sincerity, neatness and professionalism. The items were drawn from responsiveness, assurance and empathy out of the original SERVQUAL model.

Tangibles; this entails modern equipment, appealing facilities, cleanliness of the hotel environments, standard fixture and fittings, availability of multitude varieties of food and beverages and expertise.

Reliability; as a dimension deals with the ability of the hotels to keep its promise made. It also involves the accuracy and timeliness in service delivery, as well as the provision of an environment devoid from danger, which is safe and secured.

HOLSERV was treated multidimensionally which consisted of tangible, reliability and employees adopted from the scale developed by Wong, Mei, and Dean, (1999) with 27 items. They modified and incorporated an additional eight items and removed three items from the conventional SERVQUAL model which had 22 items to suit the peculiarities of the hotel context.

Table 3.2 portrays the summarised form of the HOLSERV dimension of service quality developed by Mei, et al., (1999).

Table 3.2

Dimensions of Service Quality

Dimensions	Elements from SERVQUAL	Main Emphasis
Employees	Responsiveness (3)	Prompt service, willingness to help, confidants
	Assurance (5)	in service delivery, polite, knowledgeable,
	Empathy (4)	Skillful, caring, understanding, sincere
	Tangibles (1)	Neat, and understanding
Tangibles	Tangibles (8)	Modern looking equipment, furniture and fixtures, appealing facilities and materials, comfort, cleanliness, user friendly equipment and facilities, variety in food and beverages, operation of services at a convenient time
Reliability	Reliability (4)	Keeping promises, accurate and timely services, safe and secure stay
	Responsiveness (1)	
	Assurance (1)	

Source; (Mei, et al., 1999)

Interestingly, they also built the scale based on the definition of SQ as “the degree of discrepancy between customers’ normative expectations of the services and their perceptions of the service performance” by Parasuruman et al., (1988) as captured in this work.

Similarly, in this study, service quality was measured as a second-order construct as obtained in prior empirical studies (Nunkoo, Teeroovengadum, & Leonard, 2017; Constantinos - Vasilios Priporas, Stylos, Vedanthachar, & Santiwatana, 2017; Ali, Hussain, Konar, & Jeon, 2016). The decision to consider SQ as a second-order construct is that it facilitates the analysis of the construct at various levels of

abstraction as argued by Nunkoo et al. (2017). They further maintained that the measure (second-order modelling) is usually more acceptable because it is more empirically and conceptually sound as it achieves much better results compared to the alternatives in competing models measuring SQ. Therefore, this justifies that SQ is best captured as a second-order construct. In addition, being an abstract concept, SQ can be best represented as a second-order construct. This is due to the fact that it is difficult to measure the construct objectively in the hospitality setting compared to physical products. Table 3.3 depicts the measurement items adopted in the study.

Table 3.3
Measurement Instrument for Perceived Service Quality

Item code	Measurement items
SQ1	This hotels provide services as promised
SQ2	This hotel shows dependability in handling service problems
SQ3	The hotel performs the service right the first time
SQ4	The Hotel Provides services at the time it promises to do so
SQ5	The hotel tell guests exactly when the services will be performed
SQ6	The hotel gives prompt service
SQ7	The hotel is always willing to help
SQ8	Never too busy to respond to guests' requests
SQ9	The Hotel instills confidence in guests
SQ10	Guests feel safe in the delivery of services
SQ11	Guests feel safe and secure in their stay
SQ12	The hotel has polite and courteous employees
SQ13	The hotel has the knowledge to answer questions
SQ14	This hotel has skill to perform the service
SQ15	Gives individual attention
SQ16	Deals with guests in a caring fashion
SQ17	Has guests' best interests at heart
SQ18	Understands guests' specific needs
SQ19	Equipment, fixtures and fittings are modern looking
SQ20	Facilities are visually appealing
SQ21	Neat and professional employees
SQ22	Materials are visually appealing
SQ23	Fixture and fittings are comfortable
SQ24	Equipment and facilities are easy to use
SQ25	Equipment and facilities are generally clean
SQ26	Variety of food and beverages meet guests' needs
SQ27	Services are operated at a convenient time

Source; (Mei et al., 1999)

3.6.2 Perceived Value

Perceived value represents how a consumer assesses the overall utility of a given product or service by comparing what he received in relation to what he offers (Zeithaml, 1988). According to Zeithaml and Bitner (1996), PV consists of four main components which are low price, getting whatever the customer wants from the products or services purchased, quality obtained that commensurate with the price paid, and finally, what customers actually get in relation to what they offered. In this context, therefore, PV denotes to the value guests receive from the hotels in relation to the money spent.

This study adopted a uni-dimensional measure of PV, which is the acquisition value. This is in agreement with Sánchez-Fernández and Iniesta-Bonillo (2007) who asserted that despite the simplicity associated with the uni-dimensionality of the construct of perceived value, it can be applied considering the ambiguity inherent on the multi-dimensional concept. They added that the dimensions of this approach explained the low variance when considered collectively. They further reaffirmed that confusions are bound to exist due to the associations between the dimensions with other variables. In effect, the acquisition dimension was developed to serve the peculiarities of the hotel context by Al-sabbahy, Ekinci and Riley (2004) consisting of eight items used in this study. According to them, the scale has been found to be valid and reliable. It denotes the net gains when benefits are derived and sacrifice (monetary) is compared (Dodds et al., 1991).

The measurement items of perceived value developed by Al-sabbahy, Ekinci and Riley (2004) and adopted in this study is shown in table 3.4

Table 3.4
Measurement Instrument for Perceived Value

Items code	Measurement items
PV1	I received a good quality service for a reasonable price
PV2	Considering the quality of the physical environment of the hotel, the price was appropriate
PV3	I valued this hotel as it met my needs at a reasonable price
PV4	I got good value for the money I spent
PV5	Given the features of the room, it was good value for money
PV6	This hotel fulfilled both my high quality and low price requirements
PV7	Compared to what I was willing to pay, the price I actually paid was good value
PV8	This hotel met my specific needs (e.g., comfortable accommodation, convenient location) at a reasonable price

Source; (Al-sabbahy et al., 2004)

3.6.3 Customer Satisfaction

Customer satisfaction is operationalised as the pleasure derives by customers through an assessment of the discrepancies that exist between their expectations of service performance and what they actually experienced (Oliver, 1980; Oliver, 1999). In this context, CS denotes how happy and satisfied hotel guests are regarding their stay in their chosen hotels, and how the hotel is capable of meeting or exceeding the requirements of their guests. The confirmation-disconfirmation doctrine has been used by scholars to operationalise CS in their studies (Armstrong & Seng, 2000;

Bowen & Chen, 2001). This study measured CS using the five items adopted from the work of Han, Kwortnik Jr and Wang, (2008), where they adopted three items from the original work of Fornell (1992) and two items from the work of Cronin et al. (2000). The measure has been successfully applied in hotel-related studies (Ali, 2015) as shown in Table 3.5 below;

Table 3.5
Measurement Items for Customer Satisfaction

Items code	Measurement Items
CS1	I am satisfied with my experiences in this hotel
CS2	I have had pleasurable stays in this hotel
CS3	I am satisfied with this hotel overall
CS4	My experiences at this hotel have exceeded my expectations
CS5	It was wise for me to stay at this hotel.

Source: (Han, Kwortnik Jr., et al., 2008)

3.6.4 Customer Engagement

Customer engagement is conceptualised as customers' psychological connection towards their chosen brand (Brodie et al., 2011b). The measurement scale developed by So, King and Sparks (2014) has five dimensions. They consist of identification, attention and enthusiasm, along with absorption and interaction. The scale has been validated and was found to be reliable (Rather & Sharma, 2017; Hapsari, Clemes, & Dean, 2017). Identification has four items, enthusiasm has five items, attention has five items, absorption has six items and interaction has five items. This multi-dimensional measure was also adapted by others in varied contexts, for instance, Hapsari, Clemes and Dean (2017) used it in the airline context.

More importantly, this study measured CE as a second-order construct as obtained in past studies (Dwivedi, 2015; Thakur, 2016; Abbasi, Ting, & Hlavacs, 2017; Martínez-López, Anaya-Sánchez, Molinillo, Aguilar-Illescas, & Esteban-millat, 2017; So, King, Sparks, & Wang, 2016).

In this context, customer engagement represents how psychologically connected hotel guest will be as a result of services offered to them by the hotels. The four dimensions of the construct (attention, enthusiasm, adoption and absorption) were adopted from So, King, Sparks, and Wang, (2014). However, in order to suit the context of this work, the interaction dimension was adapted from the original work of Rather and Sharma (2017), where four items were used instead of the original five as depicted in Table 3.6 below.

Table 3.6
Measurement Items for Customer Engagement

Items code	Measurement items
CE1	When someone criticizes this hotel, it feels like a personal insult
CE2	When I talk about this hotel, I usually say we rather than they
CE3	This hotel's successes are my successes
CE4	When someone praises this hotel, it feels like a personal compliment
CE5	I am heavily into this hotel
CE6	I am passionate about this hotel
CE7	I am enthusiastic about this hotel
CE8	I feel excited about this hotel
CE9	I love this hotel
CE10	I like to learn more about this hotel
CE11	I pay a lot of attention to anything about this hotel
CE12	Anything related to this hotel grabs my attention
CE13	I concentrate a lot on this hotel

CE14	I like learning more about this hotel
CE15	When I am interacting with this hotel, I forget everything else around me
CE16	Time flies when I am interacting with the hotel
CE17	When I am interacting with this hotel, I get carried away
CE18	When interacting with the hotel, it is difficult to detach myself
CE19	In my interaction with the hotel, I am immersed
CE20	When interacting with the hotel intensely, I feel happy
CE21	In general, I like to get involved in discussing this hotel with others
CE22	I am someone who enjoys interacting with like-minded about this hotel
SCE23	In general, I thoroughly enjoy exchanging ideas with other people regarding this hotel
CE24	I often participate in activities of this hotel

Source; (So, King, Sparks, & Wang, 2014; Rather & Sharma, 2017)

3.6.5 Image

Image is defined by Keller (1993, p. 3) as “a set of perceptions about a brand as reflected by brand associations in consumer’s memory”. The operational definition of image to suit the peculiarities of this study is given as the summation of the impressions received by the guests regarding the history, reputation as well as other distinctive attributes that differentiate one hotel with the rest. The item scale developed by Kim and Kim (2005) was used to measure the perception of hotel image by their respective guests as shown in Table 3.7.

Table 3.7
Measurement of Image

Items	Measurement items
IM1	This hotel has a very clear image
IM2	The staff of this hotel are very kind
IM3	This hotel is quite and restful
IM4	This hotel has a long history
IM5	This hotel has a differentiated image from other hotel

IM6	The brand of this hotel is familiar to me
IM7	The reputation of this hotel is important to me
IM8	This hotel makes a good impression on its guests
IM9	This hotel has a good reputation amongst its counterparts in the same category

Source; (Kim & Kim, 2005)

3.6.6 Customer Experience

Jain et al. (2017) defined customer experience as a holistic concept representing the sum total of feelings, perceptions and attitudes created during successive stages of the consumption process as a result of the interactive process. It was created by integrating customer interaction, co-creation and personalisation in the experiential value creation involving value in pre-use, value in use and value in post-use. In this context, customer experience denotes the memorable and thrilling encounters that guests have with their chosen hotels, which took place in the consumption period or even after. It specifically signifies how inviting the hotel is in terms of its openness to the guests for them to have a sense of freedom. It explains the ways the guests are treated, emphasising how important they felt during their stay with respect to the level of comfort and the relaxation they experienced.

The customer experience scale with items developed by Pijls, Groen, Galetzka and Pruyn (2017) was used in the study. It is a 3-dimensional measure comprising of 'Inviting' that has three items ("This hotel feels inviting", "This hotel feels open", and "During my visit, I experience freedom"). The second dimension is referred to as 'Care' and has seven items which are: "This hotel provides support to me", "This hotel is involved in me", "I feel as I am treated like a king/queen", "This hotel does its best to take care of me", "This hotel relieves me of tasks or worries", "This hotel

is interested in me”, and “I feel important at this hotel”. The last dimension, known as ‘Comfort’ with three items, are “I feel at ease at this hotel”, “I feel comfortable at this hotel”, and “I feel relaxed at this hotel.

The concept (CEX) was treated as a second-order construct based on the suggestion offered by (Pijls et al., 2017).

Table 3.8
Measurement of Customer Experience

Items code	Measurement items
EX1	This hotel feels inviting
EX2	This hotel feels open
EX3	During my visit I experience freedom
EX4	This hotel provides support to me
EX5	This hotel is involved in me
EX6	I feel as I am treated like a king/queen
EX7	This hotel does its best to take care of me
EX8	This hotel relieves me of tasks or worries
EX9	This hotel is interested in me.
EX10	I feel important at this hotel
EX11	I feel at ease at this hotel
EX12	I feel comfortable at this hotel
EX13	I feel relaxed at this hotel

Source; (Pijls et al., 2017)

3.6.7 Customer Loyalty

In measuring the loyalty of guests in this study, five items from the original work of Zeithaml, Berry and Parasuraman (1996) which had been used extensively in previous studies were adapted. For example, the measures were employed in the hospitality context (Al-Rousan & Mohamed, 2010; de Leaniz & Bosque Rodríguez,

2016; Karatepe & Ekiz 2006). These items were specifically designed to suit the need of the two major dimensions of loyalty, which are attitudinal and behavioural loyalty. It measures the degree to which respondents are willing to spread positive word of mouth about a brand, their willingness to stick with a brand even in the face of more competitive offers from rival brands, and their readiness to continue using the hotel in the foreseeable future. The items are presented in Table 3.9 below.

Table 3.9
Measurement Items for Customer Loyalty

Items code	Measurement items
CL1	Say positive things about this hotel with other people
CL2	Recommend the hotels to someone who seeks your advice
CL3	Encourage friends and relatives to do business with this hotel
CL4	Consider this hotel as my first choice whenever I visit this town
CL5	Do more business with this hotel in the next few years

Source; (Al-Rousan & Mohamed, 2010; de Leaniz & Bosque Rodríguez, 2016)

3.6.8 Summary of the Measurement Variables

A synopsis of the study variables indicating the dimension(s), number of items involved in each variable as well as the various sources is depicted in Table 3.10.

Table 3.10
Dimensions, Items and Sources of Variables

Variables	Dimension(s)	Total No. of items	Source
Perceived Quality	Service Multi-dimensional (3)	27	(Wong, Mei & Dean, 1999)
Perceived Value	Uni-dimensional	8	(Al-Sabbahy et al., 2004)
Customer Satisfaction	Uni-dimensional	5	(Han, Kwortnik Jr., et al., 2008)
Customer Engagement	Multi-dimensional (5)	24	(So, et al., 2014; Rather & Sharma, 2017)
Image	Uni-dimensional	9	(Kim & Kim, 2005)

Customer Experience	Multi-dimensional (3)	13	(Pijls et al., 2017)
Customer Loyalty	Uni -dimensional (2)	5	(Al-Rousan & Mohamed, 2010; De Leaniz & Bosque Rodriguez, 2016)
Source: Source: Fied Survey (2019)			

3.7 Questionnaire Design/Measurement Scale

The research instrument of this study contains two main sections, Section A and Section B. Section A covers the demographic variables consisting of gender, age, marital status, and educational background of the respondents, their income and their nationality. The second section entails 91 items measuring four variables consisting of 27 items for perceived service quality, eight items for perceived value, 24 items on customer engagement, nine items measuring image, 13 items measuring customer experience and five items for customer satisfaction as well as five items measuring the dependent variable, which is guest loyalty.

The study adopts the Likert scaling method which according to Sekaran (2003) examines the extent through which respondents are in agreement or disagreement with a given statement. He further asserts that the scale represents a psychometric response scale employed by researchers in their questionnaire aimed at soliciting participants' response, or in determining their agreement regarding specific statements. The widespread applicability of the Likert scaling method in designing questionnaires have been successful in various disciplines, specifically in social science fields like marketing and sociology (Camparo & Camparo, 2013). Similarly,

they further argue that scholars normally employ this technique on the ground that it is simple to design, administer and code, and at the same time, it is highly flexible.

Researchers agreed that parametric statistics can be employed with regard to the Likert scale despite being ordinal (Camparo & Camparo, 2013). They equally maintained that even the interval Likert scale normally used in business-related researches is considered to be ordinal. Also, the responses from the participants can be ordered based on the severity of their agreement to the stated statements, while the numbers assigned on the interval scale share similar features of both the nominal and ordinal scale which paves way for sophisticated calculations to be done.

In sum, a seven-point Likert-scale was utilized in this study. It ranges from 1, indicating “strongly disagree” to 7, reflecting “strongly agree”. The choice of this scale provides respondents with greater options to select from (Mattila, 2006; Suhartanto, 2011). Similarly, Khalid (2016) added that the simplicity of the scale makes it more effective. Thus, the seven-point Likert scale format was employed in previous studies (e. g, Amin, Isa, & Fontaine, 2011; Jin & Line, Nathaniel Discepoli Merkebu, 2016; Mey, Akbar, & Fie, 2006; Nyadzayo & Khajehzadeh, 2016; Ryu & Lee, 2013; Zakaria, Jusoh, Hafizuddin, Ghazali, & Johar, 2016).

3.8 Pre-testing

The importance of pre-testing the questionnaire prior to data collection cannot be overemphasised, as errors which may result from the respondents’ confusion and

misunderstanding of the contents of the questionnaires can be detected (Kothari, 2012). This will enable the researcher to make the necessary adjustments by ensuring that the identified errors are properly corrected so that respondents can understand them easily (Sekaran & Bougie, 2010). In agreement with this, Zikmund et al. (2013) added that the use of questionnaire pre-test, to a large extent, determines how accurate and interpretable the results of a study may be.

Scholars believe that experts can be engaged in the pre-test of the instrument before embarking on the actual study (Sekaran & Bougie, 2010). This may be due to their expertise and experiences. In this regard, the services of the academic staff in UUM and Bayero University Kano, together with hotel managers, were solicited to pre-test the instrument. Specifically, two scholars from UUM and two Nigerian professors as well as two hotel managers in Nigerian hotels were duly contacted to ensure that the instrument is valid. Thereafter, the researcher made the necessary adjustments before embarking to the field.

In particular, prior to the administration of the survey instrument, attempts were made to pre-test the instrument's face along with the content validity (Sekaran & Bougie, 2010). According to them, face validity represents the extent to which the survey instruments measure what it ought to measure, whereas content validity indicates the representation or the adequacy upon which the items' instruments are capable of explaining the concepts.

3.9 Pilot Study

The need to conduct a pilot test prior to embarking on a full-scale study has been supported by scholars in a plethora of studies (Hair, Jr., Hult, Ringle, & Sarstedt, 2017; Creswell 2014; Rubin & Babbie, 2009; Dagger & O'Brien, 2010; Tharenou, Donohue, & Cooper, 2007; Singh & Saini, 2016; Roberts-Lombard & Plessis, 2012; Lewin, Rajamma, & Paswan, 2015). It is a study that is normally conducted on a small-scale form before the main work to identify added information that will improve and refine the measurement instrument prior to the main study (Rowley, 2014). It is the method of administering questionnaires to the proposed respondents aimed at assessing how suitable the instruments are. It is also targeted to a small number of the sample sharing similar characteristics with the actual sample (Rowley, 2014). He further added that pilot testing provides an insight to know whether or not respondents understand the questions, and thus makes the required adjustment if needed. In fact, Lewis, Templeton and Byrd (2005), referred to the pilot study as a “dress-rehearsal”. Sekaran (2003) believed that a pilot study is required in order to get rid of shortfalls associated with the research instrument before fully embarking on the study. This will help in identifying and refining the measurement items. It will equally help in correcting and making the required adjustments regarding the wordings as well as the structure of the questionnaire should there be any (Härdle, 2011).

Hulley, Cummings, Browner, Grady and Newman (2007) added that being the initial examination conducted on a small scale basis, a pilot study is needed to assess the feasibility of the survey along with the time and resources required in the study to

improve the actual research design prior to the conduct of the actual study. More importantly, it determines whether or not the items actually measure the variables of the study. In sum, one of the major objectives of a pilot study is to determine how valid and reliable the items involved in the questionnaire are, the item wordings, and how phrases are constructed in the questionnaire in order to have an accurate result. Before conducting the pilot study, the reliability along with the validity of the instruments used in the study are discussed. Afterwards, the outcome of the pilot study is presented.

3.9.1 Reliability and Validity Test

Ensuring goodness of measures of the adapted variables is of immense significance to the outcomes of a study. In particular, establishing the validity along with items' reliability makes the findings of studies to be more acceptable. Since some of the measures in the study were adapted from past studies (outside the hospitality context), scholars demanded that they should actually measure the constructs as conceptualised in the study (Sekaran & Bougie, 2010; Hair Jr., Black, Babin, & Anderson, 2010). Reliability denotes the degree to which items that are adapted in the current study are capable of yielding similar outcomes when compared to prior studies (Greener, 2008). Scholars are in agreement that the use of Cronbach's alpha can be employed to measure the internal consistency of the constructs in a piloted study (Sekaran, 2003). Accordingly, Sekaran (2003) added that questionnaire validity represents the degree to which they are able to measure what they are essentially expected to measure, while reliability denotes to the degree these

instruments (the questionnaires) are error-free and generate consistent and stable results.

Validity represents the extent to which instruments measure exactly the constructs they anticipate to measure (Lancaster, 2005). According to Peter (1981), there are various types of validity. They include face, convergent and discriminant validity. The rest are discriminant, ecological as well as the nomological validity. Vanderstoep and Johnson (2008) on their part recognised content, face, predictive along with concurrent validity that should be considered. On the other hand, Greener (2008), emphasised on construct validity, face validity and internal validity in his work. However, he affirmed that construct validity should be given the most prominence prior to the analysis of the data.

Consequently, this study conducted face along with content validity prior to full data collection. Equally, construct validity was considered to make sure that the items adapted in the study measured their targeted variables. Similarly, both face and content validity were performed prior to pre-testing the instruments of the study. Specifically, regarding content validity, experts within the academic environment and hotel industry managers along with prospective guests were requested to thoroughly study the items to get rid of any ambiguity in the questions.

In effect, small numbers of the proposed instruments were distributed to these respondents in order to ascertain the suitability of the selected items as they reflect their targeted constructs (Hair Jr., Black, Babin, & Anderson, 2010; Sekaran &

Bougie, 2013). Thus, prior to the actual pilot testing of the study items, the following measures were taken: four academic staff comprising of two senior lectures from UUM (Nigerians who have knowledge of the Nigerian environment), and two professors from Bayero University, Kano, along with two hotel managers in Nigeria together with four people who were believed to be patronising the services of hotels in Nigeria were contacted and given the study to offer suggestions capable of improving the quality of the instruments (Yaghmale, 2003). Similarly, some samples were also distributed to few Ph.D. colleagues who also had significant knowledge of the context of this study. In fact, these measures yielded significant and positive outcomes. Observations and various suggestions were rendered which subsequently improved the quality of the instruments tremendously. Hence, subject to the considerations of various observations and recommendations offered, an improved version of the questionnaire emerged. It was then administered to the respondents for the pilot study. 125 questionnaires were administered to the sample for the study, but 107 were retrieved and only 100 were found to be suitable for the analysis. Also, after the successful conduct of the pilot study, other suggestions and observations were noted and documented. Hence, this leads to subsequent improvements of the instrument in response to the issues raised during pilot testing.

Some of the adjustments made to the original drafted instruments include the changes made on the items. For example, CS3 which was originally adapted as “I am satisfied with this hotel overall” was changed to “I am completely satisfied with the services of this hotel”. CE1 adapted as “When someone criticises this hotel, it feels like a personal insult”, changed to “I felt insulted when someone criticises this

hotel”. CE4 was changed from “When someone praise this hotel, it feels like a personal compliment”, to “When someone praises this hotel, I felt happy”. Similarly, CE5 originally written as “I am heavily into this hotel” changed to “I am emotionally attached to this hotel”.

Similarly some adjustments were also made regarding the construct of customer experience. EX1 was captured as “This hotel feels inviting”, which was substituted with “This hotel appears very inviting”. EX2 which was originally drafted as “This hotel feels open” was replaced with “This hotel appears very attractive”. Also, EX5 “This hotel is involve in me” changed to “I always remember this hotel”. The adjustments made with respect to image include IM1 from “It has a very clean image” to “It has a very clear image”. IM3 originally captured, as “It is quite and restful” was changed to “The atmosphere in this hotel is quite and restful”. Also, IM9 was also adjusted. Furthermore, CL was also touched. Specifically, CL5 initially written as “Doing more business with this hotel in the next few years” was altered to “Do more business with this hotel in the future”. These were some of the adjustments made to enhance the quality of the instrument as suggested by the experts (academicians), managers, targeted respondents and senior colleagues.

3.9.2 Face Validity

Normally, it is expected that a divergence between the conceptual construct and real issues occur in research. This could be due to the dissimilarities that exist between the construct and the actual observations because construct represents ideas and the practical indicators denotes actual observation (Kreuger & Neuman, 2006). Thus,

scholars are urged to devise means of controlling or reducing such discrepancies (Sekaran & Bougie, 2010). Also, validity epitomizes the degree to which indicators of a particular construct collectively measures what they are supposed to measure (Hair, Jr. et al., 2017). In fact, validity measures the suitability of the study indicators to perfectly capture the conceptual definition of the construct (Kreuger & Neuman, 2006). They argued that face validity represents scientific judgement emphasising that the indicators measure the exact constructs.

One way to achieve face validity in this study is through searching the literature to explore available questions that are linked to the indicators. Furthermore, the adapted and adopted questions were subsequently subjected for further validation by industry experts, consultants, academicians and some prospective respondents to make sure that they are well comprehended and suitable.

The reliability of the instrument is thus determined through the pilot study conducted. The reliability attempts to identify how consistent as well as stable the measurement instruments are (Sekaran & Bougie, 2010). In particular, it reflects the internal consistency with regard to the measurement instruments' capability in producing a similar outcome when re-used in comparable situations. Also, Hair, Sarstedt, Pieper and Ringle (2013) believed that internal reliability remains the best measure for measuring the consistencies of studies' instruments. Hence, the Cronbach's alpha coefficient value was used to identify the internal reliability of the study, and check if the minimum threshold of 0.7 is achieved (Nunnally, 1978).

The study engaged 125 hotel guests for the pilot study and got 100 usable responses. The researchers maintained that a sample size of 100 respondents will be sufficient for the pilot study (Su, Swanson, & Chen, 2016; Ganiyu, 2016). The use of SPSS version 24 was adopted in the analysis of the results. Hence, the values of the Cronbach's alpha relating to all the variables in the study were identified. Interestingly, they all exceeded the minimum threshold of 0.7, confirming that all the variables had a high reliability (Hair, Jr. et al., 2017) as depicted in Table 3.11.

Table 3.11
Summary of Reliability Study

Constructs	No. of items	Cronbach alpha
Perceived Service Quality	27	0.934
Perceived Value	8	0.835
Customer Engagement	24	0.938
Image	9	0.897
Customer Satisfaction	5	0.854
Customer Experience	13	0.906
Customer Loyalty	5	0.952

Source: Source: Field Survey (2019)

3.10 Summary of Chapter

The chapter dwells on the methodology employed in the study. Specifically, the research design, population and sampling procedures, unit of measurement and instrumentation, along with the unit of analysis were elaborated. Moreover, the techniques of data analysis as well as the measurements and their operational definitions were offered. Also, the summary of the chapter was presented.

CHAPTER FOUR

RESULTS

4.1 Introduction

In the preceding chapter, systematic methods along with the procedures employed in conducting this study were explained. Similarly, the pilot test result, which was conducted before embarking on the main study, was documented. In this chapter, therefore, the result of the entire study is provided. Also, prior to the full analysis, the data were subjected to a series of cleansing, involving screening in an attempt to detect missing values, multi-collinearity, outliers and normality test, along with the respondents' characteristics. At the same time, other preliminary analyses such as tests for common method variance and non-response bias subsequent to the result of hypotheses formulated were evaluated.

Since hypotheses testing involve rigorous analysis and validation, it was therefore done in two distinct stages. Firstly was the measurement model, in which individual item reliability along with internal consistency reliability as well as convergent and discriminant validity were evaluated. In the second part, the result of the postulated hypotheses coupled with path coefficient significance, values of the R-squared, effect size of the exogenous variable as well as the predictive relevance of the entire model were provided. In conclusion, the results of both mediating as well as moderating effect were both reported and discussed. Before embarking on the full analysis, the data were coded accordingly to facilitate an easy and smooth analysis. Hence, the next section discusses the data coding procedure.

4.2 Data Coding

Cooper and Schindler (2006) are of the belief that questions ought to be arranged to conform to the target construct and coded with numbers so as to ease identification and analysis. Accordingly, in this study, items were arranged to reflect the constructs they measure. Furthermore, a code was provided to each construct as shown in Table 4.1.

Table 4.1
Construct Coding

No	Construct	Code	Number of items
1	Perceived Service Quality	PSQ	27
2	Perceived Value	PV	6
3	Customer Engagement	CE	24
4	Hotel Image	IM	9
5	Customer Satisfaction	CS	5
6	Customer Experience	CEX	13
7	Customer Loyalty	CL	5

Source: Source: Field Survey (2019)

4.3 Survey Response Analysis

In this study, 420 questionnaires were administered to hotel guests in Kano state of Nigeria between July 2018 and October 2018. In order to facilitate the speedy administering as well as retrieving of the questionnaires, two (2) research assistants were employed for the exercise. In view of the assertion associated with low response rate among respondents in the Nigerian context (Adomi, Ayo, & Nakpodia, 2007), measures were also taken towards ensuring prompt as well as high response rate. Initially, the period for the data collection was three months (July, August and September 2018). However, as only about 260 questionnaires were retrieved during such period, hence, there was a need to extend the process by one month. A

continuous follow up and several reminders to the targeted respondents were done (Bell, Bryman, & Harley, 2018). Also, several phone calls (Traina, MacLean, & Kahn, 2005), messages (SMS); (Sekaran, 2003), WhatsApp as well as personal visitations were fully utilised during the data collection process. To this end, due to the various efforts made, 362 responses out of 420 administered questionnaires were thus recorded, amounting to a 86% response rate. However, after thorough checking, 28 questionnaires were rejected due to the respondents' failure to complete most parts. Consequently, the study obtained 334 valid responses, which represented 79.5%. This percentage is highly acceptable in social science research, as a response rate exceeding 30% is deemed as sufficient as indicated in Table 4.2 (Sekaran 2003).

Table 4.2
Questionnaires Distribution and Retention

Response	Number of questionnaires	Percentage (%)
No. of distributed Questionnaires	420	100
Returned Questionnaires	362	86
Questionnaires not returned	58	14
Returned and rejected Questionnaires	28	08
Usable Questionnaires	334	79.5

Source: Field Survey (2019)

4.4 Data Screening, Cleaning and Preliminary Data Analysis

Screening the data along with other preliminary check-ups becomes imperative in multivariate analysis in order to achieve a decent data set of high quality (Pallant, 2016). It is believed that these analyses will make the researcher ascertain the extent to which the data will fit the proposed analysis. These analyses also serve as the guide to stick to the basic assumptions surrounding multivariate analysis (Hair, Jr. et al., 2017). Hence, scholars identified four basic issues to be considered with respect

to cleaning the data and preliminary analysis (Tabachnick & Fidell, 2007; Hair, Black, Babin, & Tatham, 2010). According to them, the factors are identification or replacement of missing values, treatment of outliers, normality testing, and multicollinearity tests.

4.4.1 Missing Data Identification and Replacement

Scholars are of the belief that failure to get rid of missing values in a quantitative study is likely to create a problem. Tabachnick and Fidell (2007) assert that missing value “is one of the most pervasive problems in data analysis... its seriousness depends on the pattern of missing data, how much is missing, and why it is missing” (p.62). Thus, missing values have a tendency of not only reducing the statistical power of a study, but also enhancing its standard error, which in turn has a negative effect towards the generalisation of the findings of a given study (Dong & Peng, 2013).

The researcher along with his research assistants did their best towards ensuring that missing values were reduced to the barest minimum. For example, the returned questionnaires were thoroughly scanned, as respondents were requested to fill the unanswered questions during the data collection. The data were entered in an appropriate and careful manner for the avoidance and minimisation of possible errors and mistakes. Yet, missing values were still found in the study.

In the study there were 32,064 data points. This involved 334 multiplied by 96.

In particular, PSQ had 9 missing values, CE had 14, Image had 6, and CS and CEX each had 1 and 4 missing values respectively. This makes the total missing values to be 34.

Hair, Ringle and Sarsdet (2013) maintained that missing values can be treated by mean value replacement and is done using SPSS 24. It was found that neither of the indicators had a missing value of up to 5%, as they fell below 5%. Thus, they were replaced with the aid of SPSS version 24. The percentage of missing is calculated as:

$$\frac{\text{Number of missing values}}{\text{Total number of observation}} * 100$$

Total number of observation = No. of filled questionnaires times No. of all items

$$\begin{aligned} \text{Hence: \% of the missing values} &= \frac{34}{32,064} * 100 \\ &= 0.106038 \end{aligned}$$

Since the missing values are below 5%, going by the submission of Hair et al. (2013), they were treated via mean replacement using SPSS version 24 accordingly.

4.4.2 Treatment of Outliers

According to Hair Jr. et al. (2017), an outlier signifies an extreme response offered by a respondent to a specific question or to entire questions. It denotes scores, which are highly different compared to the majority of the entire data set. They also represent higher or lower uncommon values, and can be found within all the study variables (Bryne, 2002). There are therefore extremely different scores which might in turn have a negative influence on the t-value estimates of a study (Hair, Black, Babin, & Tatham, 2010), and which according to Verardi and Croux (2009) may tender the result to be defective and irrelevant. Consistent with this, Churchill and

Iacobucci (2004) added that the emergence of outliers in a study may be due to measurement variation and/or experimental error. This may eventually lead to a negative consequence for the outcome.

Scholars further argued that outliers can be identified and treated using univariate as well as the multivariate approach of data analysis (Tabachnick & Fidell, 2007b). The univariate outliers represent the means by which the extreme data point relating to a given construct is determined. According to Tabachnick and Fidell (2007b), it can be examined by tracing any observation that has a standardised value of ± 3.29 ($p < .001$) and suggested for its subsequent deletion.

Whereas multivariate combines the study variables for the identification and treatment of the extreme cases available in several variables, the use of Mahalanobis Distance technique was adopted in this study as recommended by Tabachnick and Fidell (2013) and Hair et al. (2010). According to them, the use of Mahalanobis D^2 method was used in tracing and treatment of multivariate outliers. According to Hair Jr. et al. (2013), tackling univariate outliers alone could not necessarily handle the multivariate outliers, but the treatment of multivariate outliers could as well handle the univariate outliers. In effect, going with the recommendation of Tabachnick and Fidel (2013), the Mahalanobis Distance was used to identify and treat the outliers with the aid of IBM SPSS version 24, accompanied by calculating the Chi-square value (tabulated value). 96 items were used in the study, 95 (N-1) therefore served as the degree of freedom traceable in the Chi-square table ($p < 0.001$). Thus, the criterion was when the calculated values were less than the tabulated values, it

indicates an absence of outliers (Tabachnick & Fidell, 2013). Hence, the calculated Mahalanobis D^2 of all the items had the highest value of 32.54 (calculated values). Therefore, the tabulated value from the chi-square table indicated that the threshold is 118.75 at 1% ($p < 0.001$). This means that any value above 118.75 is a multivariate outlier and should be rid of before embarking on further analysis. Consequently, all the values were less than the threshold and therefore were considered as having no multivariate outlier in the data set.

4.4.3 Normality Test

Tabachnick and Fidell (2007) affirmed that normality is achieved if individual construct has a linear connection with another construct. According to Hair et al. (2010), it is considered to be among the most important assumption guiding both regression and multivariate analyses. Scholars such as Reinartz, Haenlein and Henseler (2009), and Wetzels, Odekerken-schröder and van Oppen (2009) have a traditional view that PLS-SEM analysis is not influenced by data normality. Yet, Chernick (2011) disputed this assertion and claims that there is a likelihood that results of bootstrapping may be inflated if the data is extremely skewed and kurtotic. This, according to Hair, Sarstedt, Hopkins and Kuppelwieser (2014) will eventually have an effect toward influencing the estimation of the statistical path coefficient. Hence, the need to use PLS-SEM to test the normality of a given study becomes essential (Hair, Sarstedt, Pieper & Ringle, 2013). Specifically, today, scholars have recommended for the consideration of the distribution in determining the normality (Hair, Jr., Hult, Ringle & Sarstedt, 2017).

Going by the above recommendation, the study employed Skewness and Kurtosis, along with graphical methods in testing the normality of the study (Hair et al., 2010). Although, there are other methods to test normality such as Kolmogorov-Smirnov and Shapiro-Wilk (Mooi & Sarstedt 2014), Hair, Jr., Hult, Ringle and Sarstedt (2017) objected their usage because according to them, the methods are too loose to warrant adequate reasons justifying that the data is normally distributed. Table 4.3 shows the result of the normality test emphasising the skewness and kurtotic nature of the data.

Table 4.3
Test of Normality- Skewness and Kurtosis

Variables	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PSQ	5.6724	0.84964	-1.491	0.133	3.815	0.266
PV	5.6248	1.02223	-1.185	0.133	1.657	0.266
CS	5.6789	1.03524	-1.391	0.133	2.353	0.266
CE	5.2635	1.03558	-0.885	0.133	0.409	0.266
CEX	5.6523	0.92665	-1.280	0.133	1.773	0.266
IM	5.6804	0.97494	-1.339	0.133	2.434	0.266
CL	5.9168	0.94746	-1.375	0.133	2.783	0.266

Source: Source: Fied Survey (2019)

Accordingly, a normality test was done using Skewness and Kurtosis so that the statistical accuracy of the analysis can be improved, specifically the path coefficient estimations. From the result, it can be seen that the entire items fall within a tolerable threshold of 2 and 7 for the Skewness and Kurtosis, respectively. This is in agreement with Hair et al. (2010) and Bryne, (2010) who asserted that, data is considered to be normal if Skewness is between -2 to +2 and Kurtosis is between -7

to +7. In particular, in Table 4.3, the maximum as well as the minimum numbers of Skewness are within the range of -.885 to -1.491. On the other hand, the kurtosis values had a minimum of .402, and maximum of 3.804, thereby meeting the normality assumptions for the PLS path modelling.

With respect to the graphical method, the data was plotted via the use of a histogram to have the clear picture of the distribution. This is in line with Field (2009), who recommended that for a sample which is in excess of 200, it is more appropriate to visualise the distribution graphically instead of using Skewness and Kutosis. He further stressed that values for the Skewness and Kutosis can be increased when values of standard error are reduced due to the larger sample. This is why Ghasemi and Zahediasl (2012) suggested the application of both methods (the Skewness and Kurtosis along with the graphical method) to test normality. In fact, the data was equally used to depict the histogram in Figure 4.1.

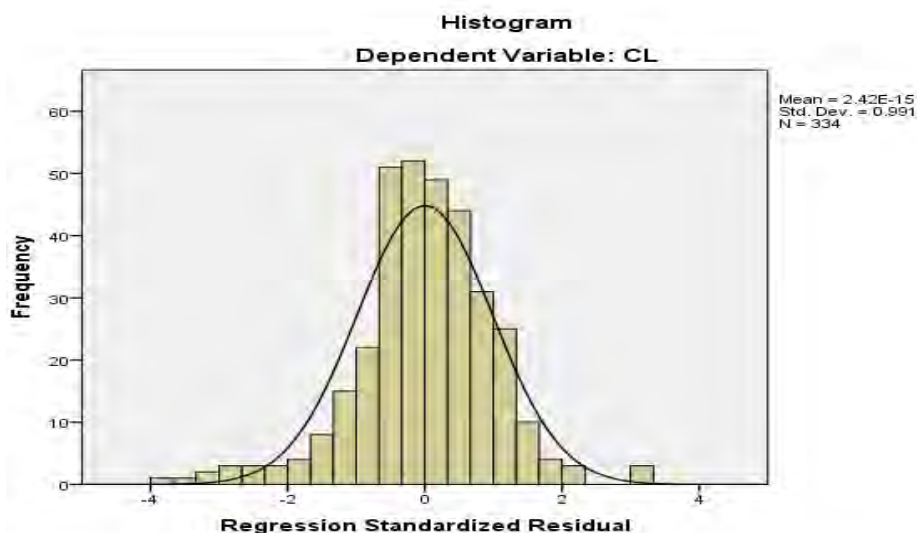


Figure 4. 1
Histogram for Normal Distribution

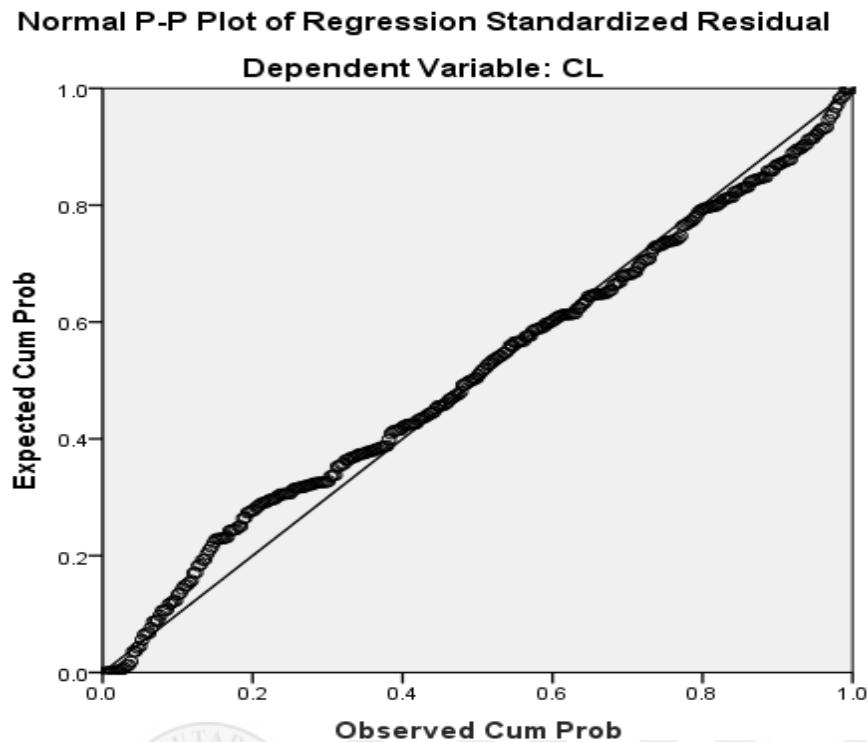


Figure 4. 2
Plot chart

From the graph plotted, it can be confirmed that the study data is normally distributed, emphasising the absence of heteroscedasticity, as the link between the constructs is homoscedastic (Tabachnick & Fidell, 2007).

4.4.4 Multicollinearity

Under normal circumstances, exogenous variables are anticipated to vary in such a manner that their correlations should not be too high (Tabachnick & Fidell, 2007). Multicollinearity is set to exist when variables become too correlated. In other words, when two or above exogenous latent constructs are extremely correlated, multicollinearity is said to exist (Hair et al., 2010). When the relationship is extremely correlated, it is highly anticipated that the coefficient of the regression

model as well as the significance will be altered. In other words, the presence of multicollinearity according to Tabachnick and Fidell (2007) is capable of raising the standard errors coefficients, and this to a large extent will make the coefficient insignificant. This means that multicollinearity is surrounded by information, which has no relevance to the study and has the capacity of weakening the analysis through raising the size of the error term. According to Hair et al. (2010), the use of tolerance along with the Variance Inflation Factor (VIF) are the most prominent and reliable means to test multicollinearity in PLS path modelling. The threshold value for the tolerance should not be less than 0.10, whereas VIF should have any value equal to or below 10. In effect, values with the above numbers show that there is high multicollinearity among exogenous variables ($VIF_i = 1/\text{tolerance}_i$).

Table 4.4
Multicollinearity

Variables	SQ	PV	CS	CE	CEX	IM
Perceived Service Quality	1					
Perceived Value	0.699**	1				
Customer Satisfaction	0.741**	0.686**	1			
Customer Engagement	0.676**	0.625**	0.708**	1		
Customer Experience	0.689**	0.687**	0.723**	0.756**	1	
Image	0.636**	0.592**	0.649**	0.737**	0.774**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey (2019)

Table 4.5
Multicollinearity Test Based on Tolerance and VIF Values

Variables	Tolerance	VIF
Perceived Service Quality	0.352	2.844
Perceived Value	0.410	2.440
Customer Satisfaction	0.330	3.031
Customer Engagement	0.327	3.057
Customer Experience	0.270	3.703
Image	0.342	2.922

Source: Source: Field Survey (2019)

Table 4.4 shows correlations among the exogenous latent variables were below the recommended threshold values of 0.9 and above. This emphasises that the exogenous latent variables were not highly correlated, as they were independent to each other. Similarly, in order to identify multicollinearity problems, the correlation matrix with respect to the exogenous latent variables, the variance-inflated factors (VIF) along with the tolerance value were thoroughly examined. Following the recommendations of Hair, Ringle, and Sarstedt (2011), that multicollinearity problems are bound to exist when the VIF value is in excess of 5 and the tolerance value is below 0.20. In effect, Table 4.5 indicates that the VIF and tolerance values are within the acceptable threshold. This indicates that multicollinearity among the exogenous latent variables did not occur, as all the VIF values were below 5, and the tolerance values were in excess of 0.2. This clearly revealed that the study is free from multicollinearity issues.

4.5 Demographic Characteristics of the Respondents

The demographic profile of respondents is provided in this unit. It entails gender, marital status, ages, educational qualification, employment status, nationality, income earned as well as the respondents' frequency visits of the hotels, which were duly analysed and discussed.

Table 4.6
Demographic Information of Respondents

	Frequency	Percentage %
Gender		
Male	233	69.5
Female	101	30.5
Marital status		
Single	120	35.9
Married	208	62.3
Others	06	1.8
Age		
18 - 27 years	57	17.2
28 - 37 years	122	36.7
38 – 47 years	83	25.0
48 – 57 years	53	16.0
Above 57 years	19	5.1
Educational Qualifications		
Informal Education	06	1.8
Primary	02	0.6
Secondary	29	8.7
Diploma / NCE	95	28.4
HND / Bachelor Degree	135	40.4
Post Degree	66	19.8
Others	01	0.30
Occupational Status		
Student	27	8.10
Civil Servant	76	22.5
Private Sector Employees	153	45.8
Self Employed	69	20.7
Unemployed	09	2.70
Nationality		
Nigerians	319	95.5
Non Nigerians	15	4.50
Income Earned per month		
Less than 18,000 Naira	52	15.6
18,000 – 117,999 Naira	154	47.1
118,000 – 217,999 Naira	59	17.0
218,000 – 317,999 Naira	42	12.8
above 318,000 Naira	27	8.10
Time(s) Visited the Hotel		
1 – 3 times	85	25.4
4 – 6 times	86	25.7
7 – 9 times	49	14.4
Above 10 times	114	34.1

Source: Source: Field Survey (2019)

The above table depicts the respondents' characteristics. It is clearly shown that males represent 69.5% (233) of the respondents, while 30.5% (102) were female. It is worthy to note that disparities in gender distribution specifically in hotel context

have been recorded in past studies. For example, the works of Gbenga and Osotimehin (2015) and Banki, Ismail, Danladi, and Dalil (2016) indicated that many of the hotel guests are male. The tables also showed that the majority of the guests representing 62.3% (208) were married, while the singles at 120 accounted for 35.9%. The remaining 6 guests (1.8%) were either widows or divorced.

Regarding the various ages of the respondents, it was indicated that 57 guests (17.2%) were within the age interval of 18-27 years. Those that fall within the age range of 28 – 37 represented the largest number of respondents (122), accounting for 36.7%. Also, 83 guests (25.0%) were within the 38–47 age range, while those in the 48 – 57 years category constituted 53 (16%) guests. Finally, 19 respondents or 5.1% were above 57 years old.

With respect to the educational background of the respondents, it can be seen that 0.8% (6) respondents have an education, which is not formally recognised in Nigeria. For example, an education, which was not being accompanied with certificates (traditional Qur'anic education). Those with minimum of primary school education were only 2 (0.6%). Similarly, 29 respondents (8.7%) had secondary certificate as their highest educational background. Holders of diploma or the national certificate of education constituted 28.4% (95). The majority of the guests had a university degree or the equivalent of a Higher National Diploma (HND), which formed 40.4% (135) guests. At the same time, the guests with post-degree qualifications ranging from masters, Ph.D. and others were 66 (19.8%).

Subsequently, in terms of the occupational status of the guests, the result shows that most of the respondents were employed by the private sector of the Nigerian economy consisting of 153 or 45.8%. On the other hand, civil servants totalling 76 constitute 22.5% of the respondents and those that are self-employed accounted for 69 respondents or 20.7%. Similarly, 27 respondents representing 8.1% were students, while only 9 respondents (2.7%) were unemployed. This buttress the assertion that a substantial number of hotel guests in Nigeria work in the private sector, as they normally move from one state to the other for their primary assignment (Gbenga & Osotimehin, 2015). The same equally applies to guests who are working for the government.

With respect to the nationality of the respondents, it is shown that the majority of the guests presently patronising the services of the hotels in the Kano state are Nigerians. In particular 319 (95.5%) are citizens of the country, although most of them were from other states of the country. This may be due to the terrorists attack experience in the northern part of Nigeria within the past few years as reported by Yusuf and Akinde (2015). The remaining 4.5% represented non- Nigerians from other countries.

Regarding the income distribution of the respondents, it was indicated that 52 guests or 15.6% earned less than 18,000 Naira as their monthly income. The monthly income for the majority of the guests (154 or 47.1%) was within the range of N18, 000-N117, 999. Also, 59 (17%) respondents earned N118, 000-N217, 000 monthly. Similarly the monthly income earned by 42 or 12.8% was within the range of N218,

000-N317, 999, while, the highest income earners among the respondents were those whose monthly earnings exceeded 318,000, which constituted 8.1%

Finally, regarding the respondents' frequency of visit, it was identified that 85 or 25.4% had visited the hotel one to three times. 86 (25.7%) guests patronised their hotels between 4 to 6 times, and the rate of visit by 48 guests or 14.4% was 7 to 9 times. Finally, 114 (34.1%) had visited their chosen hotels 10 times or above. The last category constituted the largest number of the respondents in the study. This buttressed the fact that the frequency of their visit may be traced to their level of loyalty to these hotels (Rather & Sharma, 2017).

4.6 Independent Sample t-test for Early and Late Responses

It is not abnormal in survey research for respondents to deliberately fail to respond, while others respond to the survey late. Thus, there was a need to examine whether responses from such respondents in these categories had an impact on the estimated study sample. To this end, Lambert and Harrington (1990 p.5) refers to non-response bias to be "the differences in the answers between non-respondents and respondents". Consequently, the issue of non-response bias is said to emanate as a result of failure to generate the desired information from the intended respondents. In other words, according to Baruch (1999), respondents' refusal to participate in a study or difficulties associated with accessing them is responsible for non-response bias. According to the assertion of Zelkowitz and Cole (2016), this non-response issue is capable of leading to underrepresentation, which to a large extent has an impact on the generalisability of the estimated sample in a given population.

However, Singer (2006) is of the opinion that non-response bias is not solely determined by a high or low response. Thus, according to Armstrong and Overton (1977), the extrapolation technique is the best technique employed in testing the non-response bias in a study. According to the method, the respondents are divided into two broad categories: the early and the late respondents. In effect, the respondents that responded within the first 74 days are referred to as ‘early respondents’, while those that responded beyond 74 days are considered as ‘late respondents’. Questionnaire distribution for the study commenced in July 2018 and ended in October 23rd 2018. 209 questionnaires were filled and returned by the respondents within 74 days, whereas the remaining responded beyond 23rd October 2018.

In effect, in ascertaining the non-response bias regarding any of the variables of this study, an independent sample (t-test) was conducted to determine the non-response bias on the study variable as shown in Table 4.7

Table 4.7
Group Statistics for Early and Late Responses

Group Statistics					
	Response rate	N	Mean	Std. Deviation	Std. Error Mean
PSQ	Early Respondents	209	5.5706	.90277	.06245
	Late Respondents	125	5.8427	.72445	.06480
PV	Early Respondents	209	5.5566	1.03574	.07164
	Late Respondents	125	5.7387	.99288	.08881
CS	Early Respondents	209	5.5742	1.04306	.07215
	Late Respondents	125	5.8540	1.00186	.08961
CE	Early Respondents	209	5.1950	1.03586	.07165
	Late Respondents	125	5.3780	1.02905	.09204
CEX	Early Respondents	209	5.5537	.93278	.06452
	Late Respondents	125	5.8172	.89594	.08014
IM	Early Respondents	209	5.6283	.97632	.06753
	Late Respondents	125	5.7675	.97029	.08679
CL	Early Respondents	209	5.8153	.98320	.06801

Late Respondents	125	6.0864	.86186	.07709
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Source: Source: Field Survey (2019)

From tables 4.7 and 4.8, the independent samples (t-test) through the Levene's testing of Equality of Variance for the standard deviation of two groups (both early and late) were not violated. There exists no significant difference between the early and late respondents since all the variables of this study had a value which is in excess of 0.05 significance level (Pallant, 2016). This clearly indicated that there are no issues related to the non-response bias in the study.

Table 4.8
Levene's Test for Equality of Variances t-test for Equality of Means

		Levene's Test for Equality of Variances		t-test for Equality of Means		95% Confidence Interval of the Difference			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower Upper
PSQ	Equal variances assumed	1.891	.170	-2.87	332	.004	-.27217	.09505	-.459 -.085
	Equal variances not assumed			-3.02	304.64	.003	-.27217	.08999	-.449 -.0951
PV	Equal variances assumed	.340	.560	-1.579	332	.115	-.18205	.11532	-.40891 .04481
	Equal variances not assumed			-1.595	269.802	.112	-.18205	.11410	-.40669 .04260
CS	Equal variances assumed	.312	.577	-2.407	332	.017	-.27980	.11622	-.50842 .05118
	Equal variances not assumed								

	Equal			-	269.395	.016	-.27980	.11505	-	-
	variances			2.432					.50630	.05330
	not assumed									
CE	Equal	.002	.963	-	332	.118	-.18309	.11684	-	.04675
	variances			1.567					.41292	
	assumed									
	Equal			-	262.388	.118	-.18309	.11664	-	.04659
	variances			1.570					.41276	
	not assumed									
CEX	Equal	.338	.561	-	332	.012	-.26348	.10393	-	-
	variances			2.535					.46793	.05903
	assumed									
	Equal			-	269.391	.011	-.26348	.10288	-	-
	variances			2.561					.46604	.06092
	not assumed									
IM	Equal	.018	.894	-	332	.207	-.13913	.11014	-	.07752
	variances			1.263					.35579	
	assumed									
	Equal			-	262.306	.207	-.13913	.10997	-	.07739
	variances			1.265					.35566	
	not assumed									
CL	Equal	.666	.415	-	332	.011	-.27109	.10625	-	-
	variances			2.551					.48010	.06207
	assumed									
	Equal			-	288.102	.009	-.27109	.10280	-	-
	variances			2.637					.47342	.06876
	not assumed									

Source: Source: Field Survey (2019)

4.6.1 Assessment of the First-stage Hierarchical Construct Model (HCM)

The first step involved in the SmartPLS analysis for the assessment of the measurement model involves determining the reliability, validity as well as the goodness of the measures used (Ramayah, Wai, & Lee, 2011). In effect, it includes the assessment of the reliability of individual item, the internal consistencies of items, convergent validity as well as discriminant validity (Fornell & Larcker, 1981; Hair et al., 2011; Henseler et al., 2009).

Some of the variables in this study (perceived value, image, customer satisfaction and loyalty) were used as first order constructs, as the constructs' indicators were not considered as second order by prior empirical studies. These first-order constructs were mainly measured by the observed indicators directly. In fact, these constructs were all measured by the indicators that were reflective in nature, as such being treated as first-order reflective constructs (Hair et al., 2014).

However, the other constructs of the study (PSQ, CE and CEX) were subsequently measured or treated to be a Hierarchical Construct Model (HCM), equally referred to as Hierarchical Order Model (HOM) due to their high level of abstraction. HCM according to Hair, Jr. et al. (2017) represents higher order structures, mainly second order, with multiple layers and high level abstraction. These constructs (hierarchical constructs) are usually multidimensional in nature, requiring second order testing. This indicates that the dimensions of these constructs (Sarstedt, Hair, Cheah, Becker, & Ringle, 2019; Wetzels, Odekerken-Schröder, & Oppen, 2009) (PSQ, CE and CEX) are firstly treated as first-order constructs, and subsequently measured again as reflective in the second order.

The decision to adopt the HCM technique for these constructs stemmed from the need to simplify the complexities of the research model (Sarstedt et al., 2019; Hair et al., 2014). According to them, for quicker grasping and easy comprehension of the models especially when the variables have a large number of items as in this study where PSQ and CE have 27 and 24 items respectively, this method thus becomes the

best option as it also aids in getting rid of issues related to collinearity which has a negative effect on discriminant validity on some items.

In essence, the HCM being a well-known technique in evaluating higher-order constructs (Uraon, 2018; Sarstedt, Hair, Cheah, Becker, & Ringle, 2019) is the approach employed in testing three constructs of the study (PSQ, CE and CEX) required for the testing of second-order. Nevertheless, regarding the constructs with the single layer, the first-order models, also referred to as the lower-order component (LOC) is utilised. One of the basic justifications for the usage of HCM is in reducing the number of relationships prevailing in the model and getting rid of the model's complexity. This approach has been widely applied by researchers (Uraon, 2018; Rezaei, Mazaheri, & Azadavar, 2017; Wibisono, Govindaraju, Irianto, & Sudirman, 2017; Rahman, Mannan, & Rahman, 2017).

Interestingly, prior empirical studies have used both SQ and CE as higher-order constructs. For example, Priporas et al. (2017) and Nunkoo et al. (2017) considered SQ to be best explained as a second-order construct, while CE was also used as a second-order construct in past studies (Thakur, 2016; Abbasi, Ting, & Hlavacs, 2017; Martínez-López, Anaya-Sánchez, Molinillo, Aguilar-Illescas, & Esteban-millat, 2017; So, King, Sparks, & Wang, 2016).

In effect, the HCM of this study involves a higher order construct along with the lower order construct. Interestingly, some prior studies are executed by treating or combining both first order along with the second order constructs in the same model

(Leone, Desimoni, & Chrumbolo, 2014; Rasoolimanesh, Dahalan, & Jaafar, 2016; Kashif, Zarkada, & Ramayah, 2018; Rauschnabel, 2018; Rezaei et al., 2018).

4.7 Tests for Common Method Variance

Researchers believe that a common method is likely to occur in a survey, and this is capable of distorting the data. They further argued that common method bias remains a problem associated with behavioural studies, particularly researches with self-reported data. This may arise when the same instrument is used in collecting data for both the endogenous as well as the exogenous variables of a given study. Podsakoff, Mackenzie, Lee and Podsakoff (2003 p.879) viewed common method bias to be the “variance attributable to the measurement method rather than to the construct of interest”.

The issue of common method variance (CMV) is of great concern to scholars because to a large extent, it gives birth to measurement error. This measurement error distorts not only the conclusion, but also the validity of the measures, specifically with respect to empirical studies. In fact, according to Spector and Brannick (2010), the measurement error, both random and systematic errors individually or collectively, leads to misleading or destitute conclusions. The emergence of CMV may lead to systematic measurement error, which is capable of inflating or deflating the observed relationships among the variables and that may result in either type 1 or type 11 errors. Conway and Lance (2010) added that “common method bias inflates relationships between variables measured by self-

reports” (p. 325). Similarly, Viswanathan and Kayande (2012) argued that, CMV emanates from factors that cannot be controlled by respondents, which may subsequently lead them to respond to the questions incorrectly. They further maintained that some of the factors that result in the CMV include poor verbal ability or educational deformity on the part of the respondents, questions that are difficult or abstract, repetitiveness and ambiguity of the items, double-barrelled questions, lengthy scales, forced participation and more.

Hence, this study made use of procedural as well as statistical measures to ensure that problems related to CMV are not present. Moreover, to ensure that the effect of CMV are drastically reduced, several measures suggested by Podsakoff, MacKenzie and Podsakoff (2012) and that of Viswanathan and Kayande (2012) were followed. For example, the wordings of the items were designed in a clear and structured manner to get rid of any ambiguity. Similarly, questions that are repetitive and retrospective were not included. Also, lengthy scales were not included. Equally, the respondents were given the assurance that their participation was not mandatory and their responses would be treated with utmost confidentiality. Furthermore, respondents were informed that all answers would be treated equally, as there were no right or wrong answers.

At the same time, aside from the above procedural measures taken towards minimising the effect of CMV, a more robust statistical technique in getting rid of CMV was employed in the study. There are various statistical measures advocated by scholars that reduce the effect of CMV in empirical studies, such as the single

factor test of Harman, partial correlation method (Lindell & Whitney, 2001), as well as multiple method factors. Specifically, Harman's (1968) one method test has been adopted in this study. In this regard, the entire items belonging to the study constructs were entered into the principal component factor analysis. Thus, common factor bias was said to emerge in a situation where the factor analysis offers only one factor, or alternatively, when a single factor signifies the largest portion of the covariance between the measures (Podsakoff, et al., 2012).

Going with this technique, the items relating to the study constructs were factor analysed by the unrotated factor analysis. In other words, the test performed principal factor analysis on all the items (of all the 7 variables). Thus, the analysis explained 71% of cumulative variance. The result of the factor analysis indicated that the first factor was less than 50% of total variance, showing that CMV was not a major issue (Podsakoff & Organ, 1986). Specifically, the first factor variance yielded 87 factors with the first factor accounting for 42% of the total variance. The whole model produced 72% of the total variance. Since the rule of thumb stipulated that the factor should be less than 50% of the covariance, therefore, the data of this study is free from common method bias because the first factor explained 42% of total variance. This study is thus free from CMV among the constructs considering the result obtained from Harman's single-factor analysis as shown in Table 4.9.

Table 4.9
Common Method Variance Test

Component	Initial Eigenvalues	Extraction Loadings	Sums of Squared
------------------	----------------------------	----------------------------	------------------------

	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	36.435	41.879	41.879	36.435	41.879	41.879
2	4.959	5.700	47.580	4.959	5.700	47.580
3	3.495	4.018	51.597	3.495	4.018	51.597
4	2.752	3.163	54.760	2.752	3.163	54.760
5	2.261	2.599	57.360	2.261	2.599	57.360
6	1.909	2.195	59.554	1.909	2.195	59.554
7	1.766	2.030	61.584	1.766	2.030	61.584
8	1.723	1.980	63.564	1.723	1.980	63.564
9	1.568	1.802	65.366	1.568	1.802	65.366
10	1.459	1.677	67.043	1.459	1.677	67.043
11	1.251	1.438	68.481	1.251	1.438	68.481
12	1.207	1.387	69.868	1.207	1.387	69.868
13	1.105	1.271	71.139	1.105	1.271	71.139
14	1.071	1.231	72.370	1.071	1.231	72.370

Extraction Method: Principal Component Analysis.

Source: Field Survey (2019)

4.8 Descriptive Analysis of the Latent Constructs

The need to carry out descriptive statistics of the latent variables after the data has been cleaned and screened should not be over-emphasised (Sarstedt, Hair, Cheah, Becker, & Ringle, 2019; Hair, Jr. et al., 2017; Hair, Ringle, & Sarsdet, 2013). In essence, the seven latent variables were analysed accordingly so that their mean, standard deviation along with their minimum and maximum values can be determined. Hence, the summarised descriptive statistics is provided in Table 4.10. as depicted in the table, the mean ranged from 5.2 to 5.9, indicating that all the variables have been well agreed and captured by the respondents.

Table 4.10

Descriptive Analysis of the Latent Constructs

Variables	Mean	Std. Deviation
Perceived Service Quality	5.6724	0.84964
Perceived Value	5.6248	1.02223
Customer Satisfaction	5.6789	1.03524

Customer Engagement	5.2635	1.03558
Customer Experience	5.6523	0.92665
Image	5.6804	0.97494
Customer Loyalty	5.9168	0.94746

Source: Source: Fied Survey (2019)

4.9 Evaluating the Result of PLS-SEM Path Model

The structural equation model (PLS-SEM) is considered as one of the second generational tools for statistical analysis involving latent variables with several indicators (Sarstedt et al., 2019; Hair, Ringle, & Sarsdet 2013). Today, researchers are not in support of using the of Goodness-of-Fit (GoF) measure in determining the reliability and validity of a given model (Hair, Jr. et al., 2017). According to them, the GoF could not differentiate an effective and invalid model, and its applicability is only restricted to some, but not all models. Consequently, a two-step method using SEM suggested by Chins (1998) and Henseler, Ringle and Sinkovics (2009) was used for the estimation, evaluation and reporting of its finding. Specifically, the study made use of PLS path models guided by these two major processes. They are the measurement model, also referred to as the outer model and the structural model – the inner model (Henseler, Hubona, & Ray, 2016).

In particular, the measurement model deals with the allocation of items to the various latent constructs. In other words, it represents a portion of the path model comprising of indicators along with their connections with the constructs (Hair, Jr. et al., 2017), while the structural model denotes the theoretical or conceptual part relating to the path model which is concerned with the association that exist between the dependent

and the independent variables. Thus, this process offers guidance to the researches and offers an avenue through which linkages and interrelationships among latent constructs are projected and better explained (Hair, Jr. et al., 2017). According to Hulland (1999), it equally aids toward provision of estimate in relation to measures and constructs (the measurement model), as well as the estimate between a construct with other constructs (the structural model).

The measurement model describes association among constructs with its observed indicators (referred to as the manifest variable). It describes the way in which measured indicators merged together to form a construct. The structural model on the other hand specifies the links between the constructs (Hair Jr et al., 2010). The various advantages that PLS-SEM has in comparison with other techniques involved in multivariate analysis according to Byrne (2016) include its capacity to simultaneously estimate both the measurement along with the structural models at the same time; it enables researchers to handle measurement errors associated with observed variables. It is also conducive not only in building a statistical model, but also in their prediction. Also, its applicability involves not only observed, but also unobserved latent variables. In addition, equally, the clarity and validity of results are more evidenced using PLS-SEM methods as no further separate analyses are required (Bollen & Emes, 2008). Hence, it can equally handle complex models with both direct and indirect effects (Hair et al., 2014). The unique attribute that PLS possesses of handling complex models with many constructs, indicators as well as relationships as in this study makes it appropriate to this study. Furthermore, according to Osborne (2010), PLS-SEM being a second generation modelling tool

enables researchers to handle measurement errors associated with observed variables.

The measurement model related to this study is reflective-reflective in nature. In a reflective measurement model, the indicators are normally caused by the latent variables, as the direction of the arrows is normally from the construct pointed to the indicators. This also reaffirms that the latent construct causes the items' measurement or the indicator variables. Figure 4.3 along with Table 4.11 depicts the requirements as well as the threshold indices related to the reflective measurement model assessment.

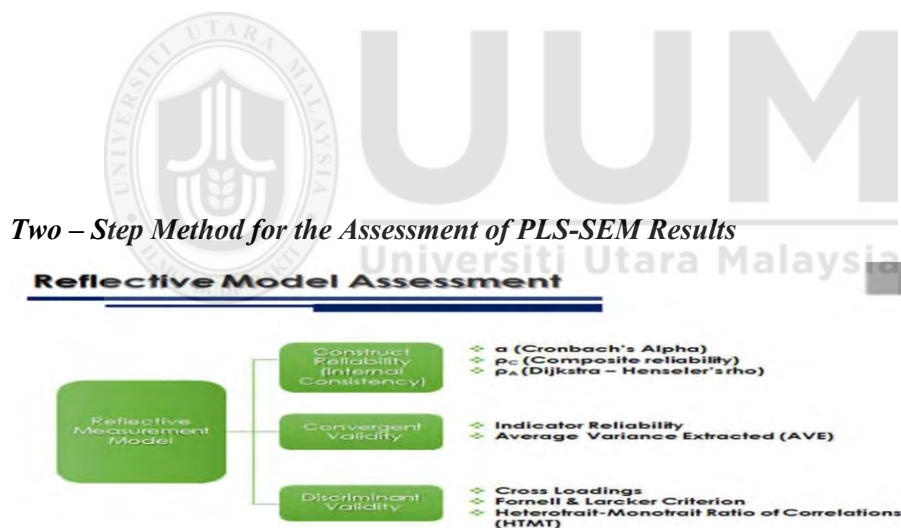


Figure 4. 3
Basic Requirements of Measurement Model

Table 4.11
Indices for Measurement Model Analysis using PLS – SEM

S/No.	Assessment Test	Name of Index	Level of Acceptance	Literature Support
1.	Reliability	Internal Consistency Reliability	Cronbach Alpha > 0.7	Robinson,Shaver,& Wrightsman, (1991)
			Composite Reliability >	Hair et al (2010),

			0.708	Hair et al (2014)
2.	Convergent Validity	Average Variance Explained(AVE)	AVE score > 0.5	Hair et al (2010), Hair et al (2014)
		Factor Loadings	Loadings for indicators > 0.708	Hair et al (2014)
3.	Discriminant Validity	Cross-Loadings Assessment Fornell and Larcker criterion (1981)	Cross-loadings scores differ by 0.1 AVE > r ²	Vinzi,Chin,Henseler,& Wang, (2010) Hair et al (2010), Hair et al (2014)
		HTMT criterion(2014)	HTMT.85, HTMT.90, HTMT inference	Henseler et al (2014) Kline (2011), Gold, Malhotra, Segar (2001).

Source: Source: Field Survey (2019)

4.9.1 Individual Item Reliability

The individual item reliability represents the method of examining the loading of various items as they relate to the study construct (Hulland, 1999). According to Hair et al. (2013), items of a given construct are assumed to be consistent when evaluating the such construct. When the reliability along with the validity of a construct is achieved, it reveals that there is an absence of both random and systematic errors. The reliability of the specific item was measured by their respective individual loadings, found in the result of the PLS algorithm. According to Henseler et al. (2009), the latent variable needs to explain no less than 50% of variance of the observed construct shared.

Put differently, the indicator reliability was measured through the assessment of the outer loading of the individual construct measured (Hair et al., 2010). Scholars argued that for the uni-dimensionality of the measurement model to be realised, individual items need to have their outer loadings to be in excess of 0.50 (Hair et al., 2010) as shown in Figure 4.4. Therefore, it can be rightly asserted that the items used in the study achieve a very good loading.

4.9.2 Internal Consistency Reliability

Internal consistency indicates how sub-items of a given construct merge together to measure the construct. Two basic techniques of measuring internal consistency are the Cronbach's alpha (Cronbach, 1951) along with composite reliability (Fornell & Larcker, 1981). Composite reliability being a measure of internal consistency measures the consistency of the items. It assesses item redundancy and ensures that correlations among sub-items relating to a construct exist. It assesses the internal consistency reliability of the construct and holds the assumption that equal indicator loadings is lacking (Hair, Jr. et al., 2017). The minimum threshold set aside for an individual construct to achieve internal consistency by scholars is 0.70. Interestingly, this objective has been realised by this study as the values of Cronbach's alpha coefficients of the study constructs ranged between 0.814 to 0.939.

The basic assumption surrounding Cronbach's alpha according to Barclay, Higgins and Thompson (1995) is that the items offer equal contribution in measuring construct, whereas in the case of composite reliability, each particular item's contribution is being considered in assessing construct reliability (Fornell & Larcker,

1981), thereby offering better and more precise estimation than Cronbach's alpha. At the same time, the number of items could not have an effect on the estimation of composite reliability. The acceptable threshold of composite reliability is any number in excess of .70 (Hair et al., 2014). The composite reliability relating to this study has exceeded the minimum threshold of 0.708 as they ranged between 0.879, to 0.961. Thus, it can rightly be said that having met the requirements for the achievement of internal consistency reliability by this study, it is free from issues relating to internal consistency reliability as indicated in table 4.12.

Table 4.12

Loadings, Composite Reliability and Average Variance Extracted

FOC	SOC	Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Employees		SQ10	0.760	0.926	0.936	0.513
		SQ12	0.751			
		SQ13	0.718			
		SQ14	0.730			
		SQ15	0.733			
		SQ16	0.700			
		SQ17	0.769			
		SQ18	0.767			
		SQ21	0.640			
		SQ5	0.687			
		SQ6	0.765			
		SQ7	0.728			
		SQ8	0.565			
		SQ9	0.679			
Reliability		SQ1	0.854	0.832	0.882	0.602
		SQ11	0.652			
		SQ2	0.753			
		SQ3	0.806			
		SQ4	0.798			
Tangibles		SQ19	0.791	0.889	0.912	0.568
		SQ20	0.804			
		SQ22	0.802			
		SQ23	0.808			

		SQ24	0.696			
	PSQ	EMP	0.947	0.874	0.923	0.800
		REL	0.884			
		TNG	0.85			
Perceived Value		PV1	0.785	0.892	0.92	0.698
		PV2	0.840			
		PV4	0.869			
		PV5	0.830			
		PV6	0.852			
		SQ25	0.794			
		SQ26	0.705			
		SQ27	0.600			
Absorption		CE15	0.866	0.921	0.939	0.720
		CE16	0.886			
		CE17	0.896			
		CE18	0.878			
		CE19	0.841			
		CE20	0.707			
Attention		CE10	0.762	0.917	0.938	0.754
		CE11	0.893			
		CE12	0.911			
		CE13	0.899			
		CE14	0.866			
Enthusiasm		CE5	0.829	0.919	0.94	0.758
		CE6	0.901			
		CE7	0.921			
		CE8	0.894			
		CE9	0.801			
Identification		CE1	0.848	0.884	0.92	0.742
		CE2	0.856			
		CE3	0.904			
		CE4	0.837			
Interaction		CE21	0.827	0.814	0.879	0.648
		CE22	0.884			
		CE23	0.837			
		CE24	0.653			
	CE	ABS	0.869	0.918	0.939	0.753
		ATT	0.883			
		ENT	0.877			
		IDT	0.832			
		INT	0.878			
Image		IM1	0.827	0.899	0.919	0.620
		IM2	0.828			

	IM3	0.710			
	IM4	0.810			
	IM5	0.757			
	IM6	0.771			
	IM7	0.803			
Care	EX10	0.776	0.899	0.920	0.623
	EX4	0.744			
	EX5	0.801			
	EX6	0.860			
	EX7	0.799			
	EX8	0.752			
	EX9	0.787			
Comfort	EX11	0.937	0.939	0.961	0.891
	EX12	0.947			
	EX13	0.948			
Inviting	EX1	0.896	0.860	0.915	0.782
	EX2	0.902			
	EX3	0.854			
CEX	Care	0.931	0.846	0.907	0.765
	INV	0.807			
	CMF	0.882			
Customer Satisfaction	CS1	0.877	0.855	0.912	0.775
	CS3	0.900			
	CS5	0.864			
Customer Loyalty	CL1	0.850	0.830	0.897	0.745
	CL3	0.902			
	CL5	0.836			

Note: ABS=Absorption, ATT=Attention, ENT=Enthusiasm, IDT=Identification, INT=Interaction, CEX=Customer Experience, FOC=First- order construct, SOC=Second – order construct
Source: Fied Survey (2019)

4.9.3 Convergent Validity

According to Hair et al. (2013), convergent validity represents the degree in which indicators truly capture their envisioned latent construct, and at the same time relate with other measures of a similar latent construct. Fornell and Larcker (1981) suggested the use of the Average Variance Extracted (AVE) technique as the means

for the assessment of convergent validity. It is calculated as mean of the variance extracted with respect to the item loading of the construct.

Scholars agreed that the basic method to measure convergent validity is through average variance extracted (Fornell & Larcker, 1981; Hair, Jr. et al., 2017). It represents the extent to which a latent construct describes its indicators' variance (Hair, Jr. et al., 2017). Similarly, O'Leary-kelly and Vokurka (1998) referred convergent validity to be "the degree to which multiple methods of measuring a variable provide the same results" (p.399).

In fact, Henseler et al. (2009) believed that convergent validity is what justifies the theoretical linkages of the constructs that form the model. Since AVE has been recommended to be the most appropriate means for the achievement of convergent validity, Hair Jr. et al., (2017) and Chin (1998a) suggested that a threshold value of .50 and above as an acceptable AVE on each individual latent construct.

In consideration of the above rule of thumb, the latent constructs of the study have met such requirements (convergent validity requirement) because their AVE exceeded 0.50, as their values ranged between 0.513, to 0.891. In fact, over half of variance relating to the manifest variable was comfortably explained by the latent construct on average (Hair, et al., 2013) as shown in table 4.12

4.9.4 Discriminant Validity

Being the last validity measurement model, discriminant validity represents to degree to which a given construct is dissimilar from other constructs, with respect to how it correlates with them, and the number of indicators representing a single individual construct (Hair, Jr. et al., 2017). In essence, it aims to assess how constructs differ in the study. That is, how indicators of individual constructs did not inter-correlate. It is expected that measures of a given construct should not overlap into another construct. In other words, it measures the extents to which conceptually varied constructs are statistically dissimilar.

The two basic techniques for the measurement of discriminant validity include the square root of the AVE (Fornell & Larcker, 1981) as well as the factor loading and the cross loading (Henseler et al., 2009). Presently, Henseler, Ringle and Sarstedt (2015) has also recommended the usage of HTMT for the assessment of discriminant validity. For the discriminant validity of constructs to be achieved, latent variables' AVEs are required to be in excess of the squares of correlations between the latent variables. In each construct, the square root of the AVEs is greater than the variance it shares with the other variables, affirming that the constructs are solely independent of the rest. Using Fornell and Larker's (1981) recommendation in determining the discriminant validity of the study, it is safe to assert that the discriminant validity has been achieved as shown in tables 4.13 and 4.14.

Table 4.13

Fornell and Larcker, Second Stage

Constructs	CE	CEX	CL	CS	IMAGE	PSQ	PV
CE	0.868						
CEX	0.749	0.875					
CL	0.662	0.706	0.863				
CS	0.682	0.723	0.666	0.881			
IMAGE	0.744	0.787	0.717	0.648	0.788		
PSQ	0.682	0.690	0.633	0.730	0.638	0.895	
PV	0.632	0.689	0.594	0.680	0.603	0.700	0.836

Source: Source: Fied Survey (2019)



Table 4.14

Fornell & Lacker of the First Order

Constructs	ABS	ATT	Care	CMF	CL	CS	EMP	ENT	IDT	IM	INT	INV	PV	REL	TNG
ABS	0.848														
ATT	0.717	0.868													
Care	0.631	0.659	0.789												
CMF	0.483	0.569	0.751	0.944											
CL	0.544	0.553	0.677	0.644	0.863										
CS	0.540	0.564	0.655	0.728	0.666	0.881									
EMP	0.531	0.534	0.614	0.595	0.637	0.707	0.716								
ENT	0.679	0.749	0.646	0.559	0.599	0.627	0.537	0.870							
IDT	0.649	0.653	0.677	0.501	0.529	0.629	0.561	0.668	0.861						
IM	0.591	0.650	0.749	0.762	0.717	0.648	0.606	0.685	0.627	0.788					
INT	0.747	0.720	0.657	0.542	0.640	0.592	0.556	0.692	0.640	0.668	0.805				
INV	0.487	0.470	0.662	0.527	0.515	0.493	0.509	0.532	0.539	0.528	0.522	0.884			
PV	0.503	0.544	0.673	0.593	0.594	0.680	0.698	0.537	0.612	0.603	0.542	0.531	0.836		
REL	0.492	0.517	0.564	0.514	0.513	0.608	0.611	0.461	0.538	0.487	0.486	0.466	0.638	0.776	
TNG	0.522	0.572	0.588	0.526	0.540	0.638	0.711	0.587	0.571	0.614	0.477	0.452	0.537	0.573	0.753

Source: Field Survey, 2019

This emphasises that, it has been empirically justified that the constructs are theoretically dissimilar (Hair et al., 2013; Henseler et al., 2009). In fact, by using Fornell and Larcker's (1981) yardstick, the entire bolded items are greater or higher in their existing construct than how they relate with any other construct. This means that the discriminant validity is said to be realised as shown in Tables 4.13 and 4.14.

Similarly, the use of Fornell and Larcker's (1981) method in determining discriminant is highly criticised today by scholars on the ground that it is not powerful enough to detect discriminant validity (Henseler et al., 2015). Hence, they recommended another method which is more rigorous which is referred to as the 'Heterotrait-monotrait' ratio of correlations (HTMT). According to Hair, Jr. et al. (2017), HTMT represents the mean of the entire correlations of all the indicators between and within constructs measuring various constructs (heterotrait-heteromethod correlations) in relation to the geometric mean relating to the average correlations of items that measure the exact construct (monotrait-heteromethod correlations). This means that it gives a clear and actual correlation between constructs if measured faultlessly.

In essence, scholars agreed that there are two basic methods of examining discriminant validity. They are, the square root of the AVE (Fornell & Larcker, 1981), as well as the factor loading and cross loading (Henseler, Ringle, and Sinkovics 2009). However, due to the attacked on the suitability for the usage of Fornell and Larcker's (1981) methods, Henseler, Ringle, and Sarstedt (2015) recommended the use of the HTMT in assessing discriminant validity.

Firstly, in examining discriminant validity, the study used the loadings and cross loadings methods. This is in agreement with Barclay, Higgins, and Thompson's (1995) submission that loadings, along with cross loadings can be employed for the assessment of discriminant validity, in attempt to confirm that there is no any indicator allocated to the wrong or an incorrect factor (Henseler, Hubona, & Ray, 2016). In addition, unlike Fornell and Larcker (1981) which determine the discriminant validity at construct stage, the cross loadings on the other hand, ascertain it at the indicator or item level (Henseler et al., 2009). According to Hair Jr, Wolfinbarger, Ortinau, & Bush (2010), the acceptable threshold for cross loadings is 0.50. Going by this recommendation, Table 4.15 shows that all the items were in excess of 0.5. This indicates that all items for the construct had appreciable loadings on their parent constructs. This suggests the achievement of discriminant validity. However, Hair, Ringle, and Sarstedt (2011) condemned the cross loading method on the ground that, it is too liberal to confirm validity.

Table 4.15

Loadings and Cross Loadings, Second Stage

Constructs	Items	ABS	ATT	Care	CMF	CL	CS	EMP	ENT	IDT	IM	INT	INV	PV	REL	TNG
ABS	CE15	0.866	0.679	0.539	0.347	0.396	0.403	0.391	0.594	0.569	0.482	0.545	0.375	0.398	0.359	0.446
	CE16	0.886	0.682	0.573	0.449	0.46	0.488	0.46	0.627	0.589	0.548	0.523	0.388	0.441	0.408	0.472
	CE17	0.896	0.611	0.579	0.435	0.47	0.493	0.45	0.613	0.568	0.528	0.551	0.412	0.424	0.406	0.445
	CE18	0.878	0.518	0.461	0.303	0.393	0.342	0.364	0.516	0.503	0.428	0.582	0.376	0.341	0.381	0.38
	CE19	0.841	0.553	0.503	0.423	0.459	0.467	0.451	0.563	0.557	0.493	0.62	0.458	0.453	0.413	0.419
	CE20	0.707	0.591	0.547	0.502	0.601	0.554	0.592	0.526	0.508	0.522	0.579	0.477	0.502	0.545	0.493
ATT	CE10	0.531	0.762	0.529	0.472	0.518	0.538	0.503	0.609	0.461	0.53	0.594	0.377	0.471	0.479	0.509
	CE11	0.6	0.893	0.587	0.475	0.464	0.442	0.452	0.663	0.586	0.565	0.576	0.43	0.486	0.445	0.5
	CE12	0.62	0.911	0.583	0.495	0.455	0.479	0.455	0.683	0.608	0.587	0.613	0.418	0.476	0.457	0.504
	CE13	0.694	0.899	0.594	0.502	0.474	0.483	0.459	0.682	0.607	0.583	0.577	0.426	0.451	0.43	0.511
	CE14	0.657	0.866	0.565	0.528	0.496	0.514	0.458	0.613	0.563	0.556	0.561	0.384	0.482	0.443	0.464
Care	EX10	0.463	0.594	0.776	0.761	0.566	0.586	0.523	0.539	0.535	0.677	0.498	0.47	0.531	0.489	0.547
	EX4	0.493	0.394	0.744	0.552	0.561	0.52	0.514	0.433	0.484	0.554	0.52	0.604	0.53	0.443	0.393
	EX5	0.5	0.524	0.801	0.625	0.533	0.573	0.477	0.527	0.553	0.613	0.576	0.508	0.506	0.437	0.438
	EX6	0.574	0.59	0.86	0.577	0.585	0.537	0.511	0.617	0.576	0.641	0.616	0.533	0.547	0.447	0.484
	EX7	0.498	0.492	0.799	0.567	0.552	0.525	0.539	0.51	0.543	0.558	0.454	0.565	0.575	0.479	0.514
	EX8	0.518	0.534	0.752	0.475	0.466	0.417	0.39	0.463	0.556	0.514	0.5	0.494	0.56	0.401	0.377
	EX9	0.439	0.508	0.787	0.577	0.469	0.444	0.425	0.467	0.489	0.572	0.461	0.486	0.473	0.413	0.484
CMF	EX11	0.478	0.554	0.647	0.937	0.586	0.692	0.458	0.561	0.522	0.624	0.526	0.495	0.562	0.497	0.519
	EX12	0.433	0.516	0.681	0.947	0.607	0.663	0.439	0.498	0.413	0.699	0.472	0.477	0.532	0.472	0.466
	EX13	0.456	0.541	0.698	0.948	0.633	0.706	0.486	0.524	0.48	0.634	0.535	0.519	0.585	0.487	0.502
CL	CL1	0.459	0.509	0.632	0.689	0.85	0.652	0.547	0.56	0.518	0.65	0.582	0.48	0.536	0.429	0.498
	CL3	0.456	0.435	0.573	0.516	0.902	0.576	0.492	0.475	0.404	0.542	0.536	0.411	0.491	0.483	0.439

CS	CL5	0.497	0.48	0.533	0.426	0.836	0.472	0.506	0.505	0.431	0.528	0.531	0.434	0.504	0.417	0.452
	CS1	0.497	0.508	0.576	0.649	0.572	0.877	0.442	0.573	0.547	0.603	0.511	0.498	0.65	0.544	0.613
	CS3	0.479	0.472	0.581	0.63	0.594	0.9	0.443	0.538	0.528	0.555	0.536	0.407	0.58	0.551	0.546
EMP	CS5	0.451	0.509	0.572	0.644	0.593	0.864	0.481	0.543	0.588	0.553	0.517	0.396	0.565	0.511	0.524
	SQ10	0.367	0.357	0.471	0.499	0.493	0.61	0.76	0.373	0.375	0.433	0.42	0.402	0.526	0.626	0.481
	SQ12	0.367	0.389	0.432	0.474	0.492	0.581	0.751	0.365	0.367	0.419	0.382	0.343	0.53	0.574	0.46
	SQ13	0.361	0.451	0.391	0.364	0.383	0.435	0.718	0.351	0.399	0.412	0.366	0.4	0.486	0.564	0.545
	SQ14	0.312	0.41	0.388	0.41	0.391	0.454	0.73	0.329	0.341	0.388	0.356	0.354	0.501	0.586	0.562
	SQ15	0.417	0.416	0.478	0.389	0.48	0.49	0.733	0.37	0.414	0.4	0.411	0.328	0.567	0.588	0.541
	SQ16	0.352	0.371	0.414	0.467	0.499	0.576	0.7	0.403	0.389	0.469	0.364	0.283	0.49	0.523	0.484
	SQ17	0.364	0.367	0.464	0.44	0.517	0.513	0.769	0.406	0.387	0.454	0.404	0.428	0.529	0.562	0.54
	SQ18	0.411	0.402	0.493	0.472	0.572	0.601	0.767	0.432	0.427	0.5	0.482	0.364	0.506	0.559	0.583
	SQ21	0.38	0.428	0.472	0.553	0.461	0.626	0.64	0.444	0.422	0.522	0.409	0.318	0.491	0.471	0.655
	SQ5	0.41	0.426	0.519	0.465	0.456	0.493	0.687	0.411	0.483	0.467	0.442	0.426	0.49	0.678	0.464
	SQ6	0.473	0.403	0.496	0.445	0.487	0.496	0.765	0.454	0.455	0.494	0.487	0.427	0.534	0.688	0.519
	SQ7	0.341	0.348	0.432	0.423	0.463	0.442	0.728	0.355	0.335	0.43	0.376	0.33	0.5	0.611	0.446
	SQ8	0.318	0.203	0.282	0.215	0.29	0.324	0.565	0.288	0.38	0.287	0.235	0.301	0.345	0.498	0.372
	SQ9	0.443	0.349	0.387	0.301	0.358	0.411	0.679	0.381	0.455	0.373	0.407	0.384	0.468	0.592	0.451
ENT	CE5	0.604	0.612	0.555	0.374	0.473	0.484	0.44	0.829	0.622	0.548	0.607	0.435	0.478	0.404	0.474
	CE6	0.631	0.679	0.566	0.455	0.474	0.482	0.442	0.901	0.613	0.6	0.606	0.505	0.447	0.397	0.535
	CE7	0.603	0.654	0.567	0.483	0.554	0.556	0.472	0.921	0.585	0.626	0.633	0.454	0.473	0.39	0.547
	CE8	0.568	0.673	0.548	0.525	0.54	0.575	0.449	0.894	0.566	0.611	0.577	0.453	0.439	0.384	0.51
	CE9	0.544	0.641	0.576	0.606	0.57	0.637	0.537	0.801	0.518	0.596	0.59	0.469	0.506	0.437	0.483
IDT	CE1	0.521	0.534	0.519	0.369	0.388	0.5	0.43	0.496	0.848	0.434	0.474	0.413	0.502	0.473	0.438
	CE2	0.549	0.515	0.544	0.372	0.367	0.507	0.453	0.535	0.856	0.456	0.52	0.469	0.47	0.416	0.472
	CE3	0.632	0.62	0.647	0.512	0.515	0.606	0.502	0.632	0.904	0.614	0.62	0.461	0.548	0.485	0.499

IM	CE4	0.527	0.575	0.611	0.459	0.538	0.546	0.541	0.627	0.837	0.638	0.578	0.512	0.585	0.477	0.555
	IM1	0.435	0.455	0.636	0.783	0.604	0.657	0.545	0.532	0.459	0.827	0.541	0.48	0.51	0.428	0.493
	IM2	0.454	0.482	0.626	0.694	0.622	0.614	0.534	0.569	0.509	0.828	0.546	0.455	0.503	0.414	0.503
	IM3	0.451	0.479	0.457	0.408	0.416	0.389	0.359	0.506	0.498	0.71	0.461	0.352	0.374	0.317	0.386
	IM4	0.491	0.58	0.612	0.537	0.492	0.45	0.474	0.586	0.569	0.81	0.512	0.419	0.47	0.399	0.583
	IM5	0.446	0.544	0.55	0.553	0.46	0.362	0.394	0.526	0.467	0.757	0.453	0.364	0.417	0.336	0.461
	IM6	0.524	0.602	0.584	0.508	0.543	0.406	0.445	0.511	0.478	0.771	0.556	0.366	0.453	0.343	0.512
INT	IM7	0.483	0.5	0.631	0.616	0.718	0.581	0.527	0.555	0.501	0.803	0.588	0.436	0.548	0.416	0.457
	CE21	0.653	0.615	0.534	0.433	0.541	0.471	0.502	0.55	0.5	0.531	0.827	0.468	0.473	0.45	0.416
	CE22	0.658	0.646	0.589	0.421	0.543	0.48	0.455	0.63	0.57	0.599	0.884	0.398	0.434	0.391	0.43
	CE23	0.579	0.582	0.552	0.565	0.618	0.573	0.498	0.596	0.527	0.615	0.837	0.454	0.481	0.419	0.38
INV	CE24	0.504	0.457	0.428	0.313	0.331	0.371	0.319	0.434	0.457	0.383	0.653	0.358	0.35	0.295	0.3
	EX1	0.416	0.4	0.532	0.43	0.436	0.405	0.427	0.469	0.46	0.459	0.46	0.896	0.435	0.399	0.407
	EX2	0.462	0.454	0.56	0.453	0.418	0.408	0.43	0.503	0.492	0.463	0.485	0.902	0.434	0.395	0.414
PV	EX3	0.414	0.392	0.654	0.507	0.505	0.489	0.488	0.442	0.475	0.475	0.439	0.854	0.531	0.437	0.379
	PV1	0.362	0.394	0.492	0.351	0.402	0.446	0.53	0.347	0.447	0.397	0.397	0.446	0.785	0.482	0.336
	PV2	0.391	0.383	0.552	0.533	0.511	0.649	0.505	0.439	0.473	0.482	0.451	0.435	0.84	0.562	0.399
	PV4	0.433	0.483	0.594	0.614	0.56	0.632	0.545	0.457	0.484	0.552	0.445	0.429	0.869	0.565	0.511
	PV5	0.432	0.489	0.575	0.425	0.455	0.453	0.529	0.428	0.513	0.497	0.44	0.39	0.83	0.508	0.45
	PV6	0.476	0.523	0.593	0.504	0.524	0.611	0.487	0.552	0.636	0.569	0.523	0.516	0.852	0.538	0.524
REL	SQ1	0.428	0.411	0.505	0.525	0.505	0.555	0.509	0.436	0.446	0.464	0.442	0.444	0.58	0.854	0.525
	SQ11	0.288	0.37	0.444	0.486	0.432	0.543	0.522	0.309	0.356	0.379	0.345	0.377	0.529	0.652	0.43
	SQ2	0.335	0.31	0.385	0.284	0.299	0.374	0.538	0.304	0.355	0.312	0.293	0.251	0.404	0.753	0.392
	SQ3	0.393	0.424	0.398	0.312	0.328	0.423	0.553	0.328	0.422	0.32	0.345	0.314	0.456	0.806	0.41
	SQ4	0.453	0.48	0.431	0.344	0.39	0.429	0.487	0.392	0.496	0.387	0.44	0.39	0.475	0.798	0.441
TNG	SQ19	0.441	0.461	0.458	0.355	0.329	0.457	0.545	0.507	0.48	0.428	0.363	0.396	0.418	0.474	0.791

SQ20	0.449	0.419	0.455	0.345	0.357	0.444	0.526	0.458	0.419	0.455	0.379	0.337	0.39	0.393	0.804
SQ22	0.387	0.435	0.456	0.368	0.389	0.426	0.498	0.429	0.451	0.456	0.329	0.374	0.31	0.391	0.802
SQ23	0.356	0.41	0.417	0.369	0.393	0.467	0.497	0.476	0.441	0.464	0.343	0.343	0.379	0.404	0.808
SQ24	0.361	0.45	0.435	0.555	0.524	0.607	0.539	0.42	0.404	0.505	0.403	0.294	0.492	0.502	0.696
SQ25	0.433	0.451	0.452	0.411	0.476	0.514	0.52	0.483	0.442	0.512	0.427	0.398	0.485	0.45	0.794
SQ26	0.409	0.433	0.511	0.44	0.455	0.499	0.503	0.396	0.397	0.476	0.349	0.33	0.367	0.409	0.705
SQ27	0.291	0.377	0.347	0.296	0.302	0.406	0.446	0.342	0.4	0.389	0.256	0.233	0.373	0.413	0.6

Source: Source: Field Survey (2019)



Table 4.16
Loadings and Cross Loadings Second Stage

Constructs	Customer Engagement	Customer Experience	Perceived Service Quality
Absorption	0.869	0.613	0.576
Attention	0.883	0.654	0.604
Enthusiasm	0.877	0.664	0.591
Identification	0.832	0.656	0.622
Interaction	0.878	0.658	0.568
Care	0.754	0.931	0.658
Comfort	0.613	0.882	0.611
Inviting	0.589	0.807	0.533
Employees	0.627	0.657	0.947
Reliability	0.574	0.591	0.884
Tangibles	0.629	0.601	0.850

Source: Source: Field Survey (2019)

Similarly, discriminant validity was also examined through this new approach. It is clear that the result is free from any discriminant validity issues. According to Henseler et al. (2015), the acceptable threshold of HTMT is that it should not exceed 0.85 or 0.9. In fact, the HTMT values of the present study as presented in Tables 4.17 and 4.18 for the first stage and second stage respectively, are all less than 0.90, indicating that discriminant validity is not a problem in the present study.

Table 4.17
HTMT of the first Order

Constructs	ABS	ATT	Care	CMF	CL	CS	EMP	ENT	IDT	IM	INT	INV	PV	REL	TNG
ABS															
ATT	0.778														
Care	0.694	0.726													
CMF	0.521	0.614	0.815												
CL	0.627	0.633	0.776	0.713											
CS	0.610	0.640	0.745	0.812	0.779										
EMP	0.579	0.581	0.669	0.635	0.721	0.792									
ENT	0.737	0.818	0.710	0.604	0.683	0.710	0.584								
IDT	0.717	0.722	0.756	0.544	0.605	0.721	0.621	0.738							
IM	0.653	0.727	0.823	0.807	0.793	0.714	0.650	0.754	0.701						
INT	0.824	0.831	0.767	0.617	0.767	0.709	0.635	0.798	0.752	0.768					
INV	0.550	0.529	0.750	0.583	0.602	0.571	0.568	0.599	0.616	0.590	0.625				
PV	0.554	0.603	0.751	0.634	0.679	0.764	0.761	0.589	0.686	0.657	0.633	0.602			
REL	0.564	0.594	0.647	0.570	0.608	0.712	0.817	0.525	0.625	0.550	0.584	0.541	0.730		
TNG	0.576	0.636	0.656	0.572	0.621	0.729	0.780	0.647	0.644	0.687	0.556	0.515	0.594	0.661	

Source: Field Survey (2019)

*Table 4.18 HTMT
Second Stage*

Constructs	CE	EXP	CL	CS	IMAGE	PSQ	PV
CE							
EXP	0.845						
CL	0.752	0.824					
CS	0.768	0.841	0.779				
IMAGE	0.82	0.876	0.793	0.714			
PSQ	0.762	0.798	0.737	0.842	0.71		
PV	0.694	0.782	0.679	0.764	0.657	0.785	

Source: Field Survey, 2019



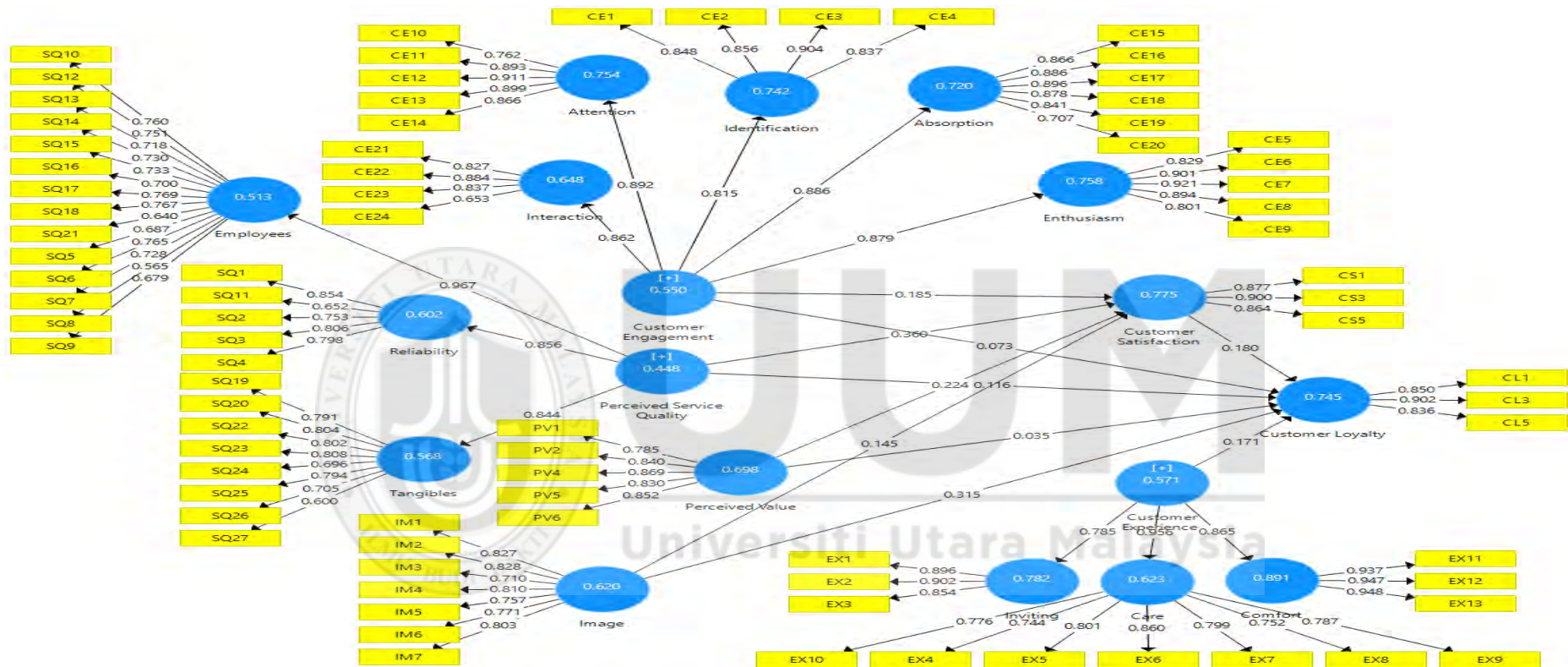


Figure 4. 4
 Measurement Model of the First Order
 Source: Field Survey, 2019.

4.9.5 Assessment of Hierarchical Construct Model (Second stage)

As shown in Table 4.12, the Cronbach's alpha coefficient, the composite reliability as well as the AVE of all the constructs have all meet the required threshold (Hair, Jr. et al., 2017). Specifically, they have exceeded the benchmark of 0.70, 0.70 and 0.50 respectively. Also, the items as well as the cross loadings are in excess of 0.50 (Gentle, Härdle, & Yyuichi, 2010). At the same time, the discriminant validity relating to the second stage model obtained through the assessment of Fornell and Larcker's criterion and the threshold 0.50 values and above has been achieved. Similarly, the discriminant validity was equally examined via the HTMT ratio.

In effect, the assessment for the second stage as affirmed the fitness of the model. This indicates that the requirement for the measurement model specification for the higher order constructs has been realised (Hair et al., 2014). In fact, the results relating to the measurement model ensures that the items have no validity and reliability issues. Therefore, it is now safe to proceed for the structural model analysis in an attempt to test the direct, mediating as well as the moderating relationships among the study constructs.

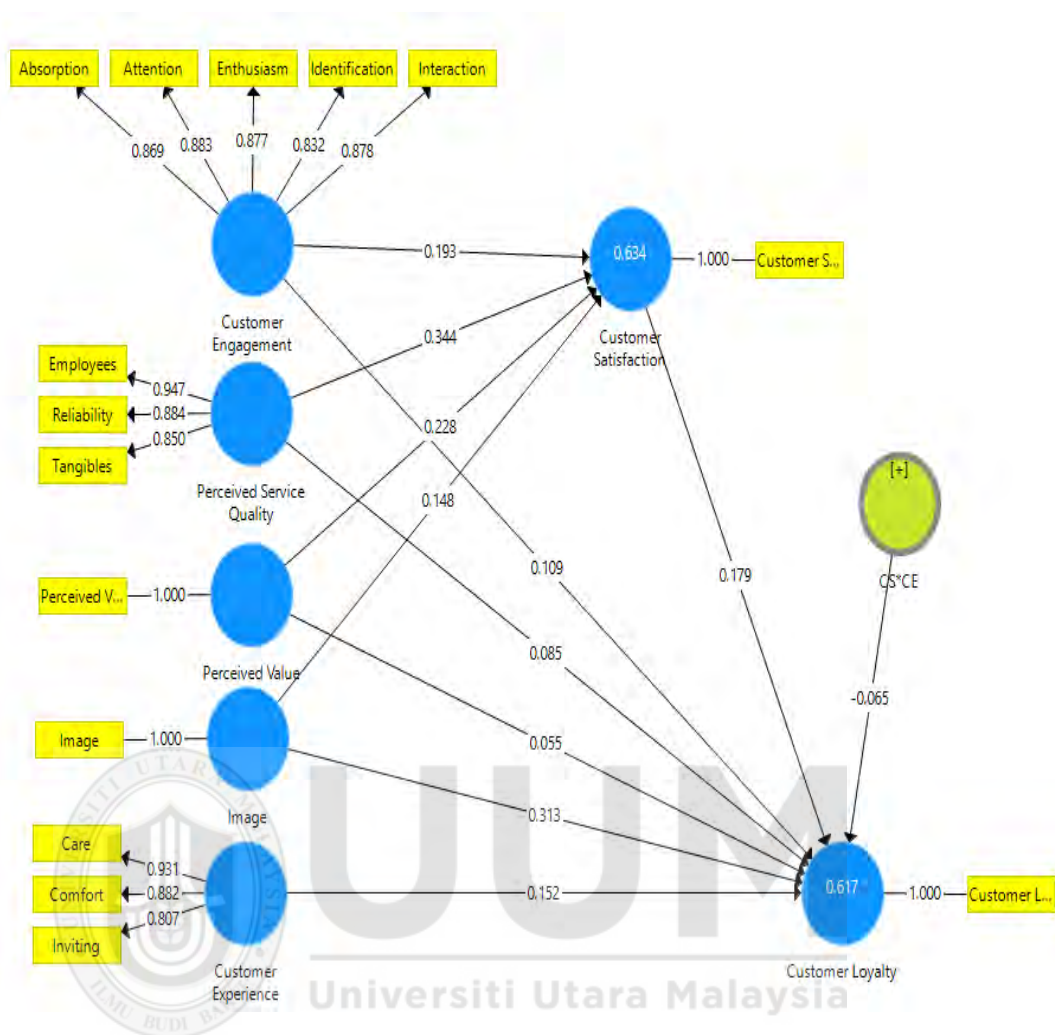


Figure 4. 5
Measurement model of the second order

4.10 Structural Model Assessment

The assessment of the structural model (the inner model) is the next step to be followed after determining the measurement model (Hair, et al., 2013). This entails the assessment of the outer model. It deals with evaluating the predictive capabilities of the outer models as well as the relationships among the variables. Thus, it gives emphasis on the VIF, R-squared, coefficient and the t-value. In addition, the structural model explains a model's predictive relevance (Q^2) along with the effect size of an individual construct (f^2). Barclay et al. (1995) assesses the significance of

loadings along with path coefficient existing among constructs in a study. In particular, structural model evaluates and examines regression as well as the correlation assumptions among constructs. Hence, this study used bootstrapping using 5000 samples and in testing significance of relationships path coefficient (Henseler et al., 2009).

4.10.1 Testing Direct Relationships

As indicated in figures 4.4 and 4.5, the model showing the analysis of the direct relationships of the study was represented by hypotheses H₁: Perceived service quality has a significant positive relationship with customer loyalty in the Nigerian hotel industry; H₂: Perceived service quality has a significant positive relationship with customer satisfaction in the Nigerian hotel industry; H₃: Perceived value has a significant positive relationship with customer loyalty in the Nigerian hotel industry; H₄: Perceived value has a significant positive relationship with customer satisfaction in the Nigerian hotel industry; H₅: Customer engagement has a significant positive relationship with customer loyalty in the Nigerian hotel industry; H₆: Customer engagement has a significant positive relationship with customer satisfaction in the Nigerian hotel industry; H₇: Image has a significant positive relationship with customer loyalty in the Nigerian hotel industry; H₈: Image has a significant positive relationship with customer satisfaction in the Nigerian hotel industry; H₉: Customer satisfaction has a significant positive relationship with customer loyalty in the Nigerian hotel industry. Hence, Table 4 depicts the empirical outcomes of the

structural model with respect to the direct relationships among the study's predictors and the criterion variables'

Table 4. 19
Hypotheses Testing Results

Relationship	Std. Beta	Std. Error	t-values	p-values	Decision
Perceived Service Quality -> Customer Loyalty	0.092	0.056	1.651	0.049	Supported
Customer Engagement -> Customer Loyalty	0.086	0.068	1.271	0.102	Not Supported
Customer Engagement -> Customer Satisfaction	0.193	0.084	2.294	0.011	Supported
Customer Satisfaction -> Customer Loyalty	0.186	0.075	2.472	0.007	Supported
Image -> Customer Loyalty	0.320	0.068	4.733	0.000	Supported
Image -> Customer Satisfaction	0.148	0.077	1.921	0.028	Supported
Perceived Service Quality -> Customer Satisfaction	0.344	0.065	5.301	0.000	Supported
Perceived Value -> Customer Loyalty	0.045	0.076	0.588	0.278	Not Supported
Perceived Value -> Customer Satisfaction	0.228	0.064	3.582	0.000	Supported
CS*CE -> Customer Loyalty	-0.053	0.025	2.082	0.019	Not Supported

The above table depicts the standardised path coefficients (β) value, the t-values as well as the confidence intervals. As deduced from the table, seven out of the nine direct relationships between the exogenous and the endogenous variables were supported. In particular, hypothesis 1 predicts that PSQ is positively related to CL. With the beta value (β) of 0.092, t-value=1.651 and p=0.049, the hypothesis is thus accepted. Hypothesis 2 which postulates a positive and significant link between PSQ and CS was also accepted ($\beta = 0.344$, t-values =5.301 and p=.000). However, the hypothesis 3 which postulates a positive and significant link between PV and CL was not supported as ($\beta = 0.45$, t-value =0.588, and p=0.278), hence is rejected. On the other hand, hypothesis 4 prediction that PV is positively related to CS is

confirmed to be statistically supported with a ($\beta = 0.228$, $t\text{-value} = 3.582$, $p < 0.000$) and thus accepted.

Hypothesis 5 postulates that CE had a positive and significant link with CL. However, a statistical justification was not established ($\beta = 0.086$, $t\text{-value} = 1.271$, $P = 0.102$). Hence, it was accordingly rejected. However, hypothesis 6 predicts that CE to have a positive and significant connection with CS. The statistical result supports the need for the acceptance of the hypothesis ($\beta = 0.193$, $t\text{-value} = 2.294$, $P = 0.011$).

In addition, as postulated in hypothesis 7 that image has a positive and significant association with CL, the result confirmed this postulation ($\beta = 0.320$, $t\text{-value} = 4.733$, $p = 0.000$), and was consequently accepted. Similarly, hypothesis 8 predicted a positive and significant connection between image and CS. The statistical findings justified the acceptance of the hypothesis ($\beta = 0.148$, $t\text{-value} = 1.921$, $p = 0.028$). The final direct hypothesis formulated assumed that CS has a positive and significant relationship with CL. The result reveals a positive and significant relationship between them ($\beta = 0.186$, $t\text{-value} = 2.472$, $P = 0.007$). Therefore, hypothesis 9 is accepted accordingly.

4.10.2 Testing the Mediating Effect

Mediation effect is said to exist when there is an intervention of another variable/construct (a third variable) with two or more constructs (Hair, Jr. et al.,

2017). Alternatively, the mediation effect is said to exist in a situation where the predictor's effect is transmitted to a given mediator, and thereafter moves to the dependent variable. According to Ramayah et al. (2011), the mediation test is aimed at evaluating the indirect effect with regard to the exogenous latent variable in relation to the endogenous latent variable through the intervention of another variable (intervening variable). In effect, the mediation effect encompasses two relationships, which is the relationship between the predictor/independent variables with the mediator, as well the relationship that exists between the mediators and dependent variable (Hayes & Preacher 2010). They argued that such relationships have to be significant.

Today, there exists modern methods whose assumptions are more realistic and are statistically more valid, such as the product distribution method as well as the resampling technique (such as bootstrapping) (Preacher & Hayes, 2004). The use of bootstrapping for the analysis of mediation effect has thus being suggested by scholars (Preacher & Hayes, 2008). The suitability of the method when using the SEM technique has also been attested (Hayes, 2009). He further asserted that it is much stronger than the SOBEL test. It is a non-parametric measure where the basic normality assumption requiring the data to be normally distributed is not applicable. Furthermore, the bootstrap test entails that the data are randomly and repetitively re-sampled with the use of replacements from the actual sampled data to obtain the empirical distribution regarding the mediation effect of $(a \times b)$. In fact, Henseler et

al. (2016) re-affirmed that bootstrapping methods have the capability to re-sample up to 4999 data.

Put differently, Hayes and Preacher (2010) believed that multiple techniques can be adopted to perform mediation analysis. Such techniques involve simple techniques such as the causal steps method by Baron and Kenny (1986) or the Sobel test. However, today, newer advanced techniques such as product distribution technique and re-sampling methods (e.g. bootstrapping) requiring statistical assumptions that are more realistic are developed (Preacher & Hayes, 2004). This study made use of the re-sampling approach (bootstrapping). It is a suitable procedure when using PLS. Also, another reason for the decision behind choosing this approach stems from the criticism labelled against the causal steps approach of Baron and Kenney (1986) for being unscientific (Zhao, Lynch Jr, & Chen, 2010). In effect, the test for mediation applied in the study was a PLS-based method. Specifically, the proposed hypotheses were tested with the use of PLS-SEM. According to Zhao et al. (2010), testing the mediation effect through the PLS procedure involves a one-step test with regard to the indirect effect relating to the independent variable(s) on the dependent variable.

Furthermore, according to Hayes (2009), the bootstrap test is largely dependent on 95 percent confidence intervals, in which the upper bound is 97.25 percent, and 2.5 percent goes to the lower bound. In effect, the mediation effect is said to be achieved and considered significant when zero is not included in the determined confidence level. In contrast, the mediation effect is considered as non-established and thus not significant as long as the confidence level involves zero.

Hence, this study used the bootstrapping (resampling approach) method as recommended by some scholars (Henseler et al., 2016 : Preacher & Hayes 2008) to examine the mediation effect of satisfaction on the relationship of some determinants (perceived service quality, perceived value, image and customer engagement) of customer loyalty (being the dependent variable).

From the mediation results shown in Table 4.22, it can be seen that CS mediates the relationship between PSQ and CL in the Nigerian hotel context with ($\beta = 0.064$; $t=2.376$; $p=0.018$). CS also mediates the link between PV and CL in the Nigerian hotel industry ($\beta = 0.042$; $t=2.069$; $p=0.039$). Also, the result validates the mediating relationship of CS on the connection between CE and CL with $\beta = 0.036$; $t=2.078$; $p=0.038$.

Table 4.20
*Hypotheses Testing Result
(Indirect Mediation Effect)*

Relationships	Std. Beta	Std. Error	t- values	p- values	Decision
Customer Engagement => Customer Satisfaction => Customer Loyalty	0.036	0.017	2.078	0.038	Supported
Image => Customer Satisfaction => Customer Loyalty	0.027	0.02	1.339	0.181	Not Supported
Perceived Service Quality => Customer Satisfaction => Customer Loyalty	0.064	0.027	2.376	0.018	Supported
Perceived Value => Customer Satisfaction => Customer Loyalty	0.042	0.02	2.069	0.039	Supported

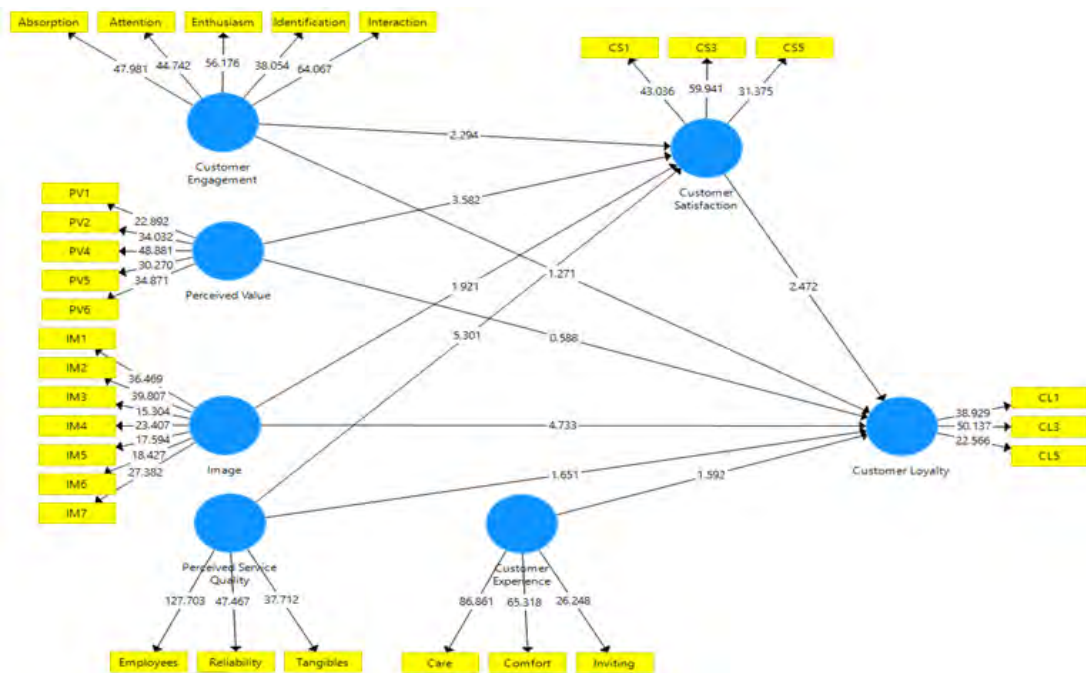


Figure 4. 6
Structural Model (mediation effect)

4.10.3 Testing the Moderating Effect

A moderating or an intervening variable is said to occur due to the prevalence of mixed findings, as well as inconsistency or absence of a relationship between the predictor and the endogenous variables in a study. Scholars see the moderator as a variable which influences the relationships among variables in a way that the effects of the predictor variable(s) on the criterion variable differ based on the level and value of the moderating variable (Sarstedt, Ringle, Henseler, & Hair, (2014). In fact, it can be inferred that a moderator cannot only strengthen, but also weakens and creates relationships. Thus, a moderator has the ability to influence the strength as

well as the direction of the relationship among variables in a structural model (Sarstedt, Ringle, Henseler, & Hair, 2014).

In modelling the effect of a moderating variable, an interaction term is thus generated. The interaction term expresses the combined influence of both the exogenous and moderator constructs on the endogenous variable. This means that the moderator interacts with the predictor construct with the sole aim of impacting the dependent variable. According to Henseler and Chin (2010), there exists four basic techniques for the evaluation of an interaction (moderating) effect using SmartPLS. They are the indicator approach, a 2-stage technique, a hybrid approach, as well as an orthogonal approach. Having employed various approaches to determine the moderating effect of customer experience on the relationship between customer satisfaction and loyalty as hypothesised in Hypothesis 14 (H_{14}) in the study, surprisingly, as shown in Table 4.23, the interaction term of CS*CEX and CL is not supported ($\beta = -0.053$; $t = 2.082$; $p = 0.019$). Hence, the hypothesis is not supported. This emphasises that the moderation is not supported as a result of the negative beta value, despite the fact that the t value is 2.082. In effect, the inclusion of CEX has thus weakened the relationship, instead of strengthening it as hypothesised.

Table 4.21
Moderating Effect

Relationship	Std. Beta	Std. Error	t- values	p- values	Decision
CS*CEX -> Customer Loyalty	-0.053	0.025	2.082	0.019	Not Supported

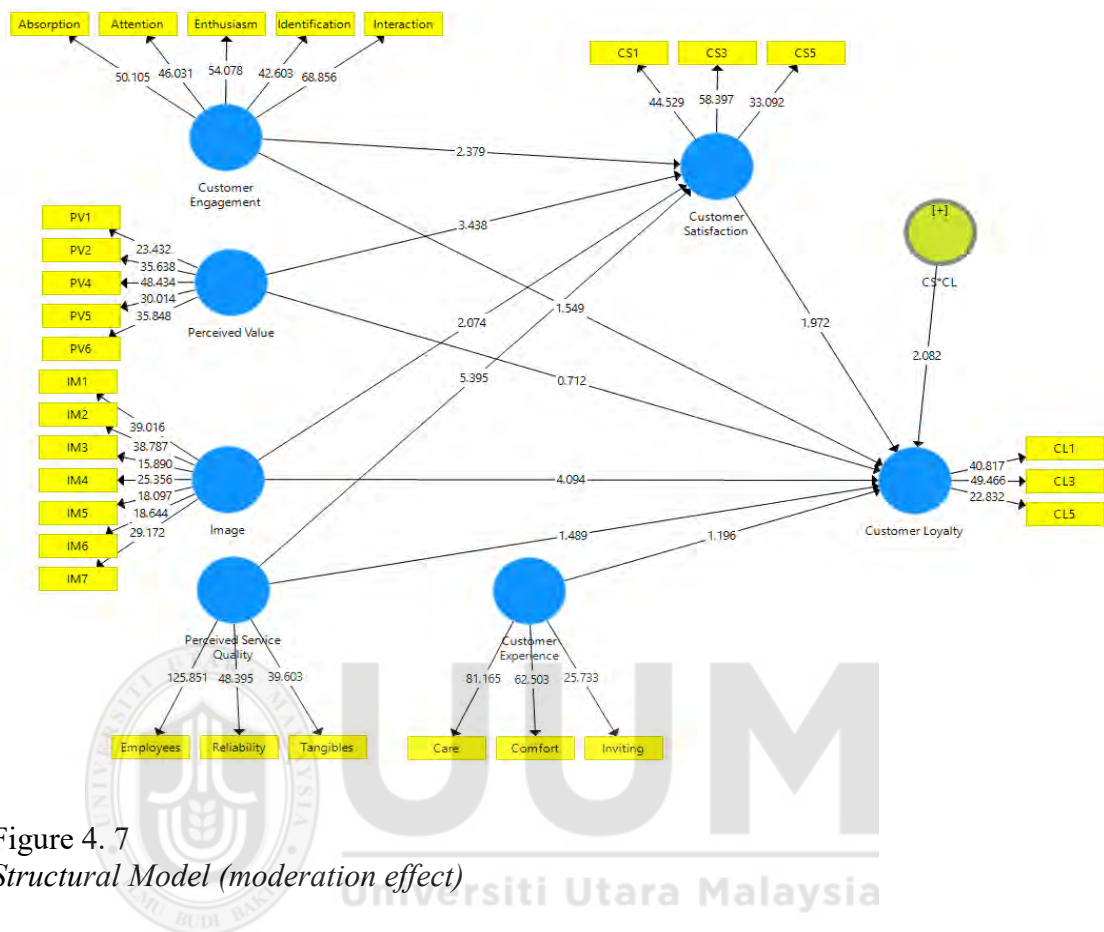


Figure 4. 7
Structural Model (moderation effect)

4.10.4 Variance Explain (R^2)

The coefficient of determination represents the total contributions of the independent variables to the dependent variables. Alternatively, the contribution of the exogenous variables to the endogenous variables (Hair, Jr. et al., 2017) is considered as the most used technique for the assessment of a structural model. The coefficient of determination represents a measure of predictive power of a model which is derived as a squared correlation between the actual along with the predictive values of endogenous variables (Sarstedt et al., 2014). The coefficient denotes to the joint effects of exogenous latent constructs on the endogenous latent construct. This

means that the coefficient signifies the exact amount of variance relating to the endogenous variables explained by the entire exogenous variables linked to it.

Scholars agreed that the value of R^2 is within the range of 0 to 1, and the closer to one, the more the predictive accuracy of the model (Hair, Jr. et al., 2017). In effect, as a rule of thumb, the acceptable threshold for the R^2 value is 0.75, 0.50 and 0.25, representing substantial, moderate, and weak values respectively (Henseler et al., 2009; Hair, Jr. et al., 2017).

Table 4.22
R- Squared Results

R²	R Square
Customer Loyalty	0.609
Customer Satisfaction	0.634

Specifically, as shown in Table 4.24, the research model succeeded in explaining 61% of the total variance of customer loyalty, and 63% of the total variance in customer satisfaction. This emphasises that the study's exogenous latent variables jointly explained 61% and 63% of the variance of customer loyalty and customer satisfaction respectively. Hence, it can rightly be argued that the two endogenous latent constructs exhibit an acceptable level of R^2 , and is considered as moderate according to Hair, Jr. et al., (2017).

4.10.5 Assessment of Effect Size (f^2)

This involves the measures employed in examining how the predictor variable(s) impact the endogenous construct(s) (Hair, Jr. et al., 2017). According to Chin (1998),

f^2 represents the relative effect of a given exogenous latent variable with respect to the endogenous latent variable or variables through changes or variations associated to coefficient of determination. In effect, f^2 considers how each exogenous variable contributes to the endogenous variable(s) that prompted the changes in the R^2 in order to identify the exploratory power of the model. Simply put, effect size assessment is aimed at measuring how a predictor variable relatively impacts an endogenous one (Hair, Jr. et al., 2017). According to Cohen (1998), the effect size of 0.02 is considered to be weak. It will be considered as moderate when it is 0.15, while 0.35 has a strong effect. This clearly revealed that a higher effect size is associated with better exploratory power of the variables.

$$f^2 = \frac{R^2 \text{ included} - R^2 \text{ excluded}}{1 - R^2 \text{ included}}$$

Where;

$$f^2 = \text{effect sizes}$$

R^2 included = R^2 inclusive (R^2 with a construct included in model)

R^2 excluded = R^2 exclusive (R^2 with a construct excluded from the model)

1 = constant is a measure used to assess the relative impact of a predictor construct on an endogenous construct.

Table 4. 23
Effect Size

Relationship	F^2	Size
Customer Engagement -> Customer Loyalty	0.006	Small
Customer Experience -> Customer Loyalty	0.018	Small
Customer Satisfaction -> Customer Loyalty	0.031	Small
Image -> Customer Loyalty	0.085	Small
Perceived Service Quality -> Customer Loyalty	0.008	Small
Perceived Value -> Customer Loyalty	0.002	Small
Customer Engagement -> Customer Satisfaction	0.037	Small
Image -> Customer Satisfaction	0.024	Small

Perceived Service Quality -> Customer Satisfaction	0.130	Moderate
Perceived Value -> Customer Satisfaction	0.065	Small

As shown in Table 4.25, the effect size are within the acceptable threshold as suggested by Cohen (1998).

The next section deals with measuring the predictive strength of the model.

4.10.6 The Predictive Relevance (Q^2)

Determining the predictive relevance of a model is also of significant relevance because it measures the predictive power of a model (Vinzi, Trinchera, & Amato, 2010). The predictive relevance is aimed at testing if the data which had not being used for estimating the model's parameters have been accurately predicted (Hair, Jr. et al., 2017). Thus, Q^2 assesses the out-of-sample predictive strength. According to Hair et al. (2013), consideration should be given to ascertain the predictive relevance of a model after identifying the effect size or the variation of R^2 . According to them, the Q^2 can be determined by the use of stone-Geisser's (Q^2). However, this study made use of blindfolding which denotes the sample reuse method responsible for the excluding portion of data matrix, and thereafter makes use of the model estimates in order to envisage the part that has been omitted (Hair, Jr. et al., 2017). According to them, blindfolding shows how strong the model's out-of-sample is; in order words, its predictive power. Blindfolding is used as the endogenous latent variable where it is found to be reflective.

Therefore, the Q^2 is determined through cross-validated redundancy measure to determine the extent to which the model is capable of predicting cases concerning the omitted data (Chin, 1998). Also, a Q^2 above zero is said to possess predictive relevance, emphasising that the higher the Q^2 , the better the predictive relevance (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). From Table 4.26 it can be seen that, the predictive relevance of the IVs on the DV (CL) are all above zero (0.405 and 0.455) for CL and CS respectively.

Table 4.24
Predictive Relevance Q^2

Constructs	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Customer Loyalty	1,002.00	596.141	0.405
Customer Satisfaction	1,002.00	545.635	0.455

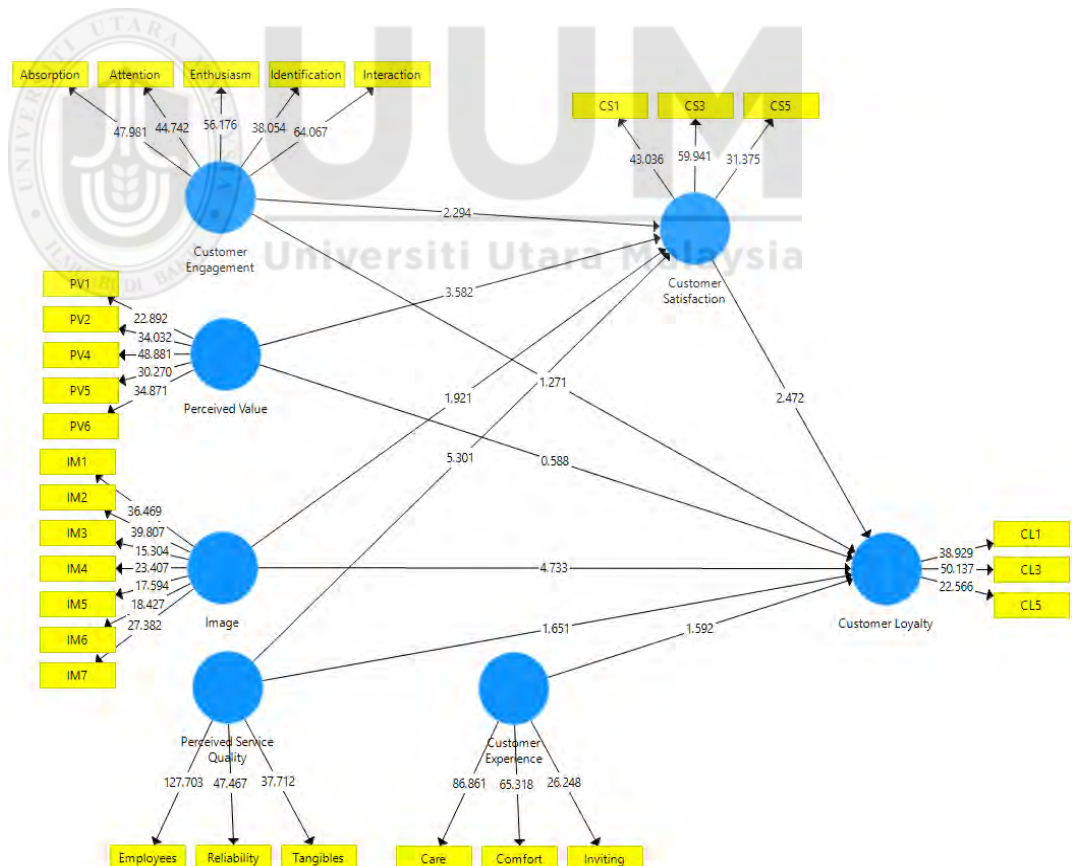


Figure 4. 8
The structural Model

4.11 Chapter Summary

This chapter presented the finding of this study. At the initial stage, data coding, survey response analysis along with the preliminary analysis conducted with the aid of SPSS were described. Furthermore, the results of the measurement model evaluation along with the structural model were reported. In effect, the result of the direct hypothesis, mediating relationships as well as the moderating effect tests performed using Smart PLS path modelling were also presented.



CHAPTER FIVE

DISCUSSIONS AND CONCLUSIONS

5.1 Introduction

This current chapter gives an explanation of the findings documented in the preceding chapter. In particular, it discusses the study findings as they relate to the research questions, objectives and the formulated hypotheses. Similarly, it deliberates on the theoretical as well as practical contribution of the study. Furthermore, the implications of the study, its limitation as well as suggestions for the upcoming studies were elaborated. Lastly, the concluding part of the study was discussed.

5.2 Summary of Findings

The main objective of the study was to evaluate the impact of customer loyalty predictors and the mediating effect of customer satisfaction on the relationship among such determinants of customer loyalty, and investigate the moderating influence of customer experience on the link between customer satisfaction and loyalty in the hospitality industry in Kano, Nigeria. The specific objectives of the study were to to examine the influence of PSQ on CL; to examine the influence of perceived value on customer loyalty; to examine the influence of customer engagement on customer loyalty; to examine the influence of image on customer loyalty in the Nigerian hotel industry; to examine the influence of customer satisfaction on customer loyalty in the Nigerian hotel industry; to investigate the mediating effect of customer satisfaction on the relationships among perceived

service quality, perceived value, customer engagement and image on customer loyalty; and finally to investigate the moderating effect of customer experience on the link between customer satisfaction and customer loyalty in the Nigerian hotel industry.

In effect, this work has expanded the understanding of some determinants of customer loyalty in hospitality context as it answered the following research questions:

- i. Does perceived service quality influence customer loyalty in the Nigerian hotel industry?
- ii. Does perceived value influence customer loyalty in the Nigerian hotel industry?
- iii. Does customer engagement influence customer loyalty in the Nigerian hotel industry?
- iv. Does image influence customer loyalty in the Nigerian hotel industry?
- v. Does customer satisfaction influence customer loyalty in the Nigerian hotel industry?
- vi. Does customer satisfaction mediate the relationships between perceived service quality, perceived value, and customer engagement on customer loyalty in the Nigerian hotel industry?
- vii. Does experience moderate the relationships between customer satisfaction and loyalty in the Nigerian hotel industry?

Thus, the discussions of the findings relating to this study are presented in the next section.

5.3 Discussion of Findings

This study succeeded in developing and empirically testing a structural model on the connections among some determinants of loyalty consisting of PSQ, PV, CE, image mediated by CS, with the moderating effect of customer experience on the CS-LOY relationship. Thus, this section discusses the study findings in relation to the research questions, objectives, hypotheses formulated, theoretical framework along with the underpinning theories. The sub-headings are structured in line with the research questions.

5.3.1 Influence of Perceived Service Quality on Customer Loyalty

The first question this study sought to answer was whether or not PSQ had a significant effect on CL in the Nigerian hotel industry. In relation to this question, the first objective of this study was set. To realise this objective, the hypothesis formulated that predicted a significant positive relationship between PSQ and CL which was empirically tested. As expected, the finding of this study gives justifiable evidence for accepting this hypothesis, emphasising that there is a significant positive relationship between PSQ and CL in the context of Nigerian hotels. Perceived service quality in the study reflects the personal perception of the hotels' services in relation to what guests actually received. Thus, this finding on the

significant link between PSQ and CL is equally corroborated by past studies (Hafez & Akther, 2017; Liat, Mansori, & Huei, 2014; Cheng & Lew, 2015; Gbenga & Osotimehin, 2015).

In other words, the study findings revealed that guests' expectations of the quality of services offered by the hotels were in agreement with what they perceived during their stay in their chosen hotels, and is strong enough to elicit loyalty. Justified by the expectation-disconfirmation theory, the perceived service quality based on Parasuraman, Zeithaml and Berry's (1988) model explains that the services offered by the hotels should be in conformity with guests' perception. This affirms that the higher the service quality perceived by guests, the more they are inclined towards positive or favourable disconfirmation, and subsequently the better they exhibit post-purchase behaviour which will ultimately result to their loyalty to such a hotel. Hence, hotel managers must consistently strive to deliver higher quality services to conform to their guests' expectations. The outcome of this might be the 'employee' which is an important dimension of PSQ in the study which has the required expertise and skills to discharge their duties. Also, the guests might have identified their chosen hotels as reliable in terms of security, which is an important concern in the Nigerian context. The hotels are also assumed to be dependable by fulfilling their promises. Equally, the facilities, buildings and hotel equipment meet the aspirations of the guests. In fact, the hotels delivered quality services that conform to the guests' expectation and this could be the reasons why such guests are loyal to such hotels' services.

5.3.2 Influence of Perceived Service Quality on Customer Satisfaction

The second hypothesis formulated in relation to the first research question predicted that PSQ has a significant and positive relationship with CS. This study empirically validated that the guests' perceived service quality had a significant impact on customer satisfaction. This result coincided with (Saleem & Raja, 2014; Tefera & Govender, 2017; Awwad, 2012; Kassim & Abdullah, 2010; Annamdevula & Bellamkonda, 2016; Hussain, Nasser, & Hussain, 2015). In fact, Banki et al. (2016) reaffirmed that the provision of enhanced service quality becomes a major factor that determines satisfaction considering the severity of competition prevailing in the hotel context, coupled with the guests' inability to differentiate among the myriad of hotels' offerings. This implies that guests are assumed to be satisfied with the services of hotels, if such hotels make them happy, by offering services that meet or surpass their requirements by making their stay more pleasurable.

5.3.3 Influence of Perceived Value on Customer Loyalty

Another vital objective set by this study is to examine the connection between guests' PV on their loyalty to the hotels operating in Nigeria. In realising this goal, a hypothesis envisaging that "there is a significant positive relationship on PV value and CL in the Nigerian hotel industry" was formulated and tested with the use of PLS-SEM modelling. However, contrary to expectations, the statistical outcome reveals the absence of a significant relationship between the guests' perceived value and customer loyalty. This outcome also corroborated with the results of past studies

(Lai, 2015; Xu, Peak, & Prybutok, 2015; Hapsari, Clemes, & Dean, 2017; Morgan & Govender 2017; Thaichon & Quach, 2015).

This finding indicates that the role played by the monetary sacrifices of the guests is not strong enough to warrant their loyalty to the hotels. This might be due to absence of significant variation in the prices for the various categories of hotels in Nigeria. The prices may also not be the major determining factor since most of the respondents of the current study were not paying the hotel bills from their personal money; rather, their employers were shouldering the responsibilities of their hotel bills. This was evidenced from the demographical status of the respondents, where about 78% were employees in which 45.8% and 22.5% were private sector and public sector employees respectively. Similarly, the impression attached to the hotels with regard to quality and other features such as the issue of security could make them perceive price as insignificant (Xu et al., 2015). Moreover, the guests that chose a given hotel may not be too concerned about the price due to the fact that they already had a prior impression about their selected hotels initially. Hence, this could lead to their fulfillment instead of the monetary consideration. This equally justifies that loyalty is not always driven by price. Specifically, in the Nigerian context, it was proven by Adeleke and Aminu (2012) that price is not a determinant of loyalty, as more consideration is given to other benefits rather than the prices.

5.3.4 Influence of Perceived Value on Customer Satisfaction

Another hypothesis formulated in relation to the the above objective dealing with the customer PV-CS relationships stated that perceived value had a significant positive

influence on customer satisfaction in the Nigerian hotel industry. As expected, the statistical result obtained via PLS modelling revealed that a significant linkage exists between guests' perceived value and customer satisfaction. This signifies that the greater guests perceive the level of value they derive from a given hotel, the higher the tendency that they will be satisfied with the services of such hotels. This finding is also in agreement with previous studies (Awwad, 2012; Jin, Lee, & Lee, 2015; Kim & Park 2016; Ramseook-munhurrin, Seebaluck, & Naidoo, 2015).

Supported by the expectancy-disconfirmation theory, this finding justified that perceived value deals with the assessment of guests' perceived sacrifice in the expectation of perceived benefits from their encounter with their chosen hotels (Teas & Agarwal, 2000). This means that the guests expected some benefits in relation to the financial sacrifice made with respect to the benefit he will get based on the sacrifices made in an exchange. In this regard, the guests made a comparison of the value derived in relation to the costs incurred, which is capable of leading to satisfaction/dissatisfaction. In effect, perceived value played an important role toward ensuring guest satisfaction. Thus, the higher the perceived value, the more the guests were satisfied with the hotels.

5.3.5 Influence of Customer Engagement on Loyalty

In order to know whether or not customer engagement influences customer loyalty in the Nigerian hotel industry, the third objective of this study was established. It aimed to examine the influence of customer engagement on hotel guests' loyalty. To realise the stated objective a formulated a hypothesis stating that, CE has a significant and

positive relationship with CL was formulated. Nevertheless, the result of the empirical analysis did not find a significant link between customer engagement and loyalty in the context of Nigerian hotels. This is also in harmony with past studies (Henderson, Steinhoff, & Palmatier, 2014).

This finding is not surprising because according to Fernandes and Esteves (2016), the ability of customers to engage in a relationship is context-specific and varies according to the service domain. They further argued that the propensity to engage is more evident in a high contact context such as internet service providers compared to the low contact service context like hotels. At the same time, it may vary based on the level of development of the countries where it is studied. Similarly, since the concept is an emerging construct, its applicability in the Nigerian context may not be easily assimilated, because to a large extent it involves some relinquishment of control on the part of the hoteliers. In fact, even in the developed world some authors such as Harmeling, Moffett, Arnold and Carlson (2017) gave emphasis on the dark side or the negative aspect of CE. According to them, empowering customers despite its importance is also associated with some risks. The organisation can lose control and become vulnerable, and sometimes it may lead to negative word of mouth or even incriminate the organisation legally. It may also lead to higher expectations on the part of customers resulting in the possibility of raising the cost of operation.

5.3.6 Influence of Customer Engagement on Customer Satisfaction

In relation to the third research objective, a hypothesis predicting a significant positive relationship between CE and CL was formulated. Expectedly, the empirical findings affirmed that customer engagement predicts customer satisfaction, which is also in agreement with Khan, Rahman and Fatma (2016). Engagement being a product of sustained attention could be achieved through involvement as well as absorption where the guests can be fully engrossed or highly occupied with the hotel. Put differently, people by their nature want to be complimented when they are attached with something they love and are passionate about, as it makes them happy. This will to a large extent make them satisfied.

5.3.7 Influence of Image on Customer Loyalty

The effect of image on customer loyalty has been set aside as an important objective (number four) of this work. Consequently, the hypothesis formulated to the significant and positive relationships between these variables was tested using PLS modelling. Subsequently, based on the statistical outcome, the hypothesis was accepted. As expected, image significantly and positively influenced hotels' guest loyalty in the Nigerian hospitality context. This emphasises that the better the perception of hotel image exhibited by the guests, the more likely that they will not only continue patronising the hotels, but also recommend their services to others. In implying this, brand image could serve as a driver of loyalty as the reputation of hotels plays a pivotal role towards ensuring continuous repeat patronage.

Coincidentally, this result is in harmony with some prior studies (Kandampully & Hu 2007; Sajtos, Kreis, & Brodie, 2015; Neupane, 2015; Al-msallam 2015; Agyei & Kilika, 2014). Interestingly, this finding corroborates also with several others from previous studies, such as Mabkhot, Shaari and Salleh (2017) who found that image has a positive effect on customer loyalty in Malaysian automobiles products.

Additionally, this is similar to the conclusion drawn by Asikhia (2010) that corporate identity and brand image are well suited for bank service positioning in Nigeria. This clearly implies that the reputation of the hotels regarding its history on how they treat their guests will have a great influence on the guests' behaviour, which might in turn lead them to be loyal.

5.3.8 Influence of Image on Customer Satisfaction

In response to the hypothesis predicting a significant relationship between hotels' image and customer satisfaction, the finding empirically justified that image had a positive and significant effect on customer satisfaction. It implies that in Nigeria, the reputation of the hotel, its historical background, the clarity of its brand image, coupled with with a positive impression of the hotels as perceived by the guets played a greater role towards making the guests happy. This also corroborated with the work of Hapsari (2018), whose study confirmed that guests of the educational theme park became extremely satisfied with the services offered by the theme park as the guests perceived a favourable image. This clearly indicates that guests attach great importance to image-related issues.

Put differently, the better the perception of the hotels' image by the guests, the greater the likelihood that they will be more satisfied. Guests holding a positive and favourable impression about a hotel's image are more highly anticipated to be satisfied. In effect, the finding of this study coincided with previous studies on the positive and significant effect of image on customer satisfaction (Ashraf, Ilyas, Imtiaz, & Ahmad, 2018; Neupane, 2015; Al-msallam 2015; Jin et al., 2015; Morgan & Govender, 2017). An example is the study of Aziz, Ariffin, Omar and Yoon (2011) whose objective was on examining the expectations and perception of tourists (both domestic and foreign) on the Melaka heritage centre in Malaysia. Drawing from the expectancy-disconfirmation theory, the study empirically validated a positive link between the site's image and satisfaction of the attendees.

5.3.9 Influence of Customer Satisfaction on Customer Loyalty

In response to another important objective of this study which seeks to examine the effects of CS on CL, the research question sought to find the relationships that exist between these two variables (CS and CL). Hence, in line with this research question, a hypothesis which predicted that customer satisfaction has a significant and positive relationship with loyalty was set. Customer satisfaction was conceptualised in the study as the ability of the hotels to meet the requirement of the guests by offering them with a happy and pleasurable stay in the hotels, while customer loyalty as referred to in the study represents an intensely held commitment to a particular product or service, leading to a continuous purchase or patronage and communicating such organisational offerings to others (Oliver, 1999).

In the context of hotels, customer loyalty thus refers to the guests' loyalty toward a particular hotel beyond their current patronage, and also through inducing others to purchase the hotel's services. Guests are expected to be more loyal toward a hotel when they have pleasurable experiences or when their needs are met or exceeded during their encounter with the hotels.

This study provides empirical justification for the significant effect of satisfaction on customer loyalty. Customer satisfaction represents the gap that exists between what the customers expect and what they actually got as the service performance they perceived. In this regard, guests' expectation reflects their pleasurable stay in the hotels, and the ability of the hotel's services to meet and even exceed their requirements. If these are met, repeat patronage and positive advocacy through communicating the hotels' offerings will be ensured.

Thus, the empirical evidence obtained in this study on the impact of guests' satisfaction toward triggering loyalty is in agreement with prior studies (Dagger, 2012; Baumann, Elliott, & Burton, 2012; Mokhtar & Maiyaki, 2011; Bowen & Chen, 2001; Kumar, Dalla & Ganesh 2013; Qiu, Ye, Bai, & Wang, 2015). The SET can perfectly support the foregoing argument (Bagozzi, 1975; Thibaut & Kelley, 1959). This is because customers who are satisfied with the organisational offerings are likely going to reciprocate with the positive encounter they had with the organisation by re-patronising, referring as well as by becoming good ambassadors. In fact, the ability of the hotel organisations in meeting the needs of their target

guests in the present competitive environment to a large extent determines their corporate existence and profitability. The current trends of market development in the hotel industry cause companies to focus their attention on enhancing customer satisfaction. In fact, the implication of this empirical finding is that when the hotels succeed in providing hotel services that exceed the expectations of the guests, the guests may be happy and that might lead to their loyalty to such hotels.

To tackle the sixth research question, four indirect hypotheses were subsequently formulated.

5.3.10 Mediation Influences of Customer Satisfaction on the Relationship among Perceived Service Quality, Perceived Value, Customer Engagement, Image, and Customer Loyalty

Responding to the research question of “Does customer satisfaction mediate the relationship among perceived service quality, perceived value, customer engagement, image, and customer loyalty?”, the sixth research objective aimed at examining the mediating effects of customer satisfaction on the connection among perceived service quality, perceived value, customer engagement, image, and customer loyalty in the Nigerian hospitality industry was set. In achieving this research objective, four indirect hypotheses (H₁₀-H₁₃) were subsequently formulated. They were; (H₁₀) Customer satisfaction mediates the relationship between perceived service quality and customer loyalty, (H₁₁) Customer satisfaction mediates the relationship between perceived value and customer loyalty, (H₁₂) Customer satisfaction mediates the relationship between customer engagement and customer

loyalty, and (H₁₃) Customer satisfaction mediates the relationship between image and customer loyalty.

With regard to the mediation effect of satisfaction on the perceived service quality-loyalty relationship, the empirical results obtained through PLS-SEM path modelling indicated that customer satisfaction mediates the link between perceived service quality and loyalty. This finding is in agreement with previous results (Kaura & Sharma, 2015; Su, Swanson, & Chen, 2016; Priporas, Stylos, Vedanthachar, & Santiwatana, 2017). This implies that the magnitude as well as the significance regarding the outcome of the mediation influences the relationships positively. This justifies the reason for the acceptance of the hypothesis.

With respect to the mediation effect of customer satisfaction on the perceived value-loyalty relationship, it was empirically found that satisfaction mediates the connection between perceived value and customer loyalty in the Nigerian hospitality context. This finding is in harmony with past studies (Han & Ryu, 2009; Ramseook-munhurrin et al., 2015; Banki, Ismail, Danladi, & Dalil, 2016; Makanyeza & Chikazhe, 2017). Specifically, the work of Banki, Ismail, Danladi and Dalil (2016) which reflects the context of Nigerian hotels and their empirical result obtained through the use of Amos 2.1 revealed that satisfaction mediates the link between guests' perceived value and behavioural intention. This implies that perceiving higher value translates into higher satisfaction and by extension loyalty. This implies

that when satisfaction is high, the link between perceived value and loyalty will equally be statistically significant.

Regarding the mediating effect of CS on the link between customer engagement and loyalty, amusingly, the statistical evidences established that customer satisfaction does mediate the relationship between CE and loyalty. The construct is an emerging one with a paucity of studies exploring how customer satisfaction serves as mediator in its relationship with loyalty. Although a significant relationship between CE and CL was not empirically established in the study, it can logically be inferred that when guests are immersed with the services offered by the hotels, they may be very happy, thereby leading to satisfaction.

Similarly, with respect to the mediating influence of customer satisfaction on the connection between image and customer loyalty, surprisingly, it was empirically found that customer satisfaction does not mediate such a relationship. In effect, customer satisfaction does not transmit the effect of image to customer loyalty. This is also in agreement with the work of Ramseook-munhurrun et al. (2015). Although there is a dearth of empirical studies that examined such relationships, this outcome may not be surprising considering the context of the study and particularly the purchasing behaviours of Nigerians in the hospitality domain.

Although a direct and significant connection between image and customer loyalty, and between image and customer satisfaction were achieved in the study, however, a mediation effect of customer satisfaction on image-loyalty relationship was not

recorded. It might therefore be inferred that the factors within the context of Nigeria may be responsible for the result. For example, a loyal customer may not be happy with certain negative behaviours exhibited by the hotel's employees during service encounter, which might be detrimental to the hotels' reputations. Such behaviours might include requesting for some undue favours from the guests, such as seeking for the guests' personal contact details or unjustifiable reward.

5.3.11 Moderating Role of Customer Experience on the Relationship between Customer Satisfaction and Customer Loyalty

The last objective of this study was intended to examine the moderating influence of customer experience on connections between customer satisfaction and loyalty in the Nigerian hotel context. In an attempt to realise this objective, the last hypothesis was formulated. It states that customer experience moderates the relationship between customer satisfaction and customer loyalty in the Nigerian hotel industry (H₁₄).

Scholars posited that having an experience which is satisfying has a significantly positive impact towards boosting the morale of tourists (Su, Swanson, & Chen, 2016), as it has been found that there is a strong determinant of satisfaction and by extension loyalty (Alnawas & Hemsley-brown, 2019). However, contrary to expectations, the empirical result of this study obtained through PLS path modelling did not find customer experience to moderate the relationship between customer satisfaction and loyalty in the Nigerian hotel context. This could be due to the fact that most Nigerians place less emphasis on pleasurable experiences in comparison

with other factors such as safety and security and the cost associated with acquiring such services.

5.4 Contribution of the Study

The main objective of this study is to examine the determinants of customer loyalty. Also, the indirect effect of customer satisfaction and customer experience was equally validated. As the findings of the study are discussed in the preceding section, an attempt will now be focused on the implication as well as the contribution of the study in this section. There is a great concern today by the government, stakeholders along with the academic community on the need to pay additional attention to the wider tourism and hospitality sector and in particular the hotel domain of developing countries. In effect, the study offers vital contributions by uncovering certain constructs and re-justifying others that will aid organisations to hold on to their guests in today's competitive marketing environment.

5.4.1 Theoretical Contribution

The major contribution offered to the body of knowledge by this study is that it tested a new conceptual framework, which originates from prior empirical justifications along with some theoretical gaps discovered in the extant literature. The framework was duly supported from the theoretical underpinnings that served as a foundation for this research. They are the social exchange theory (Blau, 1960, 1964; Emerson, 1962; Homans, 1958; Thibaut & Kelly, 1959) as well as the confirmation-disconfirmation paradigm (Oliver, 1997). The new framework was geared toward offering an added justification and explanation regarding the factors

that enhance customer loyalty. In particular, one of the important contributions of this work is its ability to extend and examine the SET model by robust methodological means where it was theoretically tested through the PLS-SEM modelling technique and was consequently validated in the hotel context.

Specifically, among the theoretical contributions offered by the study was an extension of an added empirical justification in the context of the social exchange theory. For example, instead of concentrating on the fragmented relationship that exists between the well-known determinants of loyalty, the study added empirical evidence on a broader range with specific emphasis on customer engagement, customer experience, perceived service quality, perceived value, customer satisfaction, image their effect on customer loyalty.

Also, the research framework was also validated in the hospitality context of Nigeria which was sparsely considered as it did not receive the attention it deserved from the academic world (WEF, 2015). In this regard, scholars are of the belief that to ensure the realisation of theory generalisability, there is greater need for it to be tested and validated in various settings and contexts. This study therefore offers such a contribution. Also, this study is among the very few that integrates both the SET and confirmation-disconfirmation theory in explaining the triggers of customer loyalty in the Nigerian hotel contexts.

Similarly, past empirical work did not pay enough attention toward the conceptualization and validation of the CE construct, possibly due to the fact that it is an emerging construct in the field of marketing as well as the conceptual ambiguity of the construct (Asperen, Rooij, & Dijkmans, 2018; So, King, & Sparks, 2012). Thus, through the inclusion of the CE concept in the framework, the study made a pivotal contribution to theory, specifically with respect to the factors that trigger loyalty. Equally, the study gives an empirical validation that an emerging construct (CE) can influence customer satisfaction in the hospitality domain, specifically the hotel sector. Hence, the choice of hotels serve as a wake-up call or prompt response to the dearth of attention that the Nigerian hospitality sector is experiencing in comparison to other sectors such as banking, insurance and telecommunication despite the attempt made by the government to pay additional attention to the non-oil sector of the economy.

Furthermore, prior empirical studies gave less emphasis on the validation of the variable of customer experience which could be due to the ambiguity associated with its conceptualization, definition and measurement (Hwang & Seo, 2016), despite the claim that the concept (customer experience) exists in numerous situations and contexts. Naturally, the indicators needed to measure the specific customer experience may vary as much as the context (Hwang & Seo, 2016). Experience in the hospitality domain is highly experiential (Pijls et al., 2017), and this equally applies to the hotel service, which is also considered to be intangible.

The incorporation of customer experience in the study's framework emanates from these reasons. First, the empirical justification with respect to the link between customer satisfaction and loyalty along with the direction of the relationships appears to be contradictory in the literature, which warrants the need to include a moderating variable. Also it has been revealed in the extant literature that customer experience has a vital influence toward determining loyalty, as the experience will to a large extent trigger a person to continue with a relationship. For these reasons, customer experience was presumed to moderate the connection between customer satisfaction and loyalty. Past studies paid more attention to examine the direct links between customer loyalty determinants (Oh & Kim, 2017). This study on the other hand merged both the intervening along with the moderating mechanisms in its framework as one of its major theoretical contributions. This study contributed methodologically toward enhancing the body of knowledge as discussed in the next section.

5.4.2 Methodological Contribution

Aside from the theoretical contribution provided, this study equally offers methodological contributions to the body of knowledge. In particular, the current study provides some methodological contributions in the following ways.

One of the main contributions of this study is its ability to test the reliability along with the validity of the variables used in a developing country, specifically in Nigeria, where literature suggest that studies in the country face validity and reliability issues (Maiyaki, 2012; Izogo, 2016).

Secondly, customer experiences emanate in numerous situations and contexts, thus, scholars give emphasis on context-specific measurements of variables (customer experience may vary as much as the context) (Hwang & Seo, 2016; Jain et al., 2017). Specifically, the concept is experiencing certain challenges with respect of measurement and validation (Jain et al., 2017). To this end, the study intervened and filled the methodological gap by empirically validating the new 13-item experiential scale developed by Pijls, Groen, Galetzka and Pruyn (2017) which was designed to capture the hospitality context. More importantly, based on author's suggestions, the three dimensional measures of the experiential experiences of inviting, care and comfort were treated as higher-order constructs.

Thirdly, the measurement scale with respect to customer experience used in the study to the best of the researcher's sincere knowledge had not been validated in any context. Thus, the measure was purified as well as cross-validated in the hotel context where the validity along with the reliability were re-established. Also, other adapted measures with particular reference to customer satisfaction, loyalty and image were also re-validated and both their validity and reliability confirmed in the hospitality context which equally serves as a significant methodological contribution of the current study.

Fourth, responding to the suggestion of Priporas et al. (2017) on the need to use an industry-specific scale in measuring service quality, the current study made use of the HOLSERV scale in place of the conventional SERVQUAL measure which was

criticized by scholars. The study succeeded toward empirically revalidating the scale which equally justifies another theoretical contribution of the study where the indicators of the HOLSERV measure were found to be psychometrically sound. In addition, the study responded by re-validating the scale in another country outside Europe as suggested by Mei, Dean and White (1999) who developed the scale.

Fifth, this current study served as a prompt response to the suggestion by Harrigan, Evers, Miles and Daly (2017) on the need for upcoming studies to re-validate the CE scale and model with random samples, specifically in countries that have diverse cultures like Nigeria. This is evidenced from the literature in which most prior studies adopted the non-probability sampling approaches in selecting their respondents.

Furthermore, the usage of the PLS path modelling in the study towards ascertaining the psychometric properties regarding the latent variables employed in the study is among the major methodological contributions offered by the study. In effect, the Cronbach's alpha reliability along with the convergent and discriminant validity of the constructs were determined and found to be in excess of the recommended minimum thresholds. The convergent validity was determined through the assessment of the AVE value of the individual latent variable, whereas discriminant validity was identified through making comparisons of the correlations of the latent variables in relation to the square roots of the AVE. Also, the conceptual framework's discriminant validity of the model was determined through the results of the cross-loading matrix. In fact, ascertaining psychometric properties regarding

the latent variables used in the study was done by the most robust method of analysis, which was PLS path modelling.

In addition, most past studies employed either SPSS or AMOS in analysing their data, while this study on the other hand made use of the more recent statistical model (PLS-SEM 3.4) in the analysis process towards conducting the empirical analysis regarding the relationships among the studied constructs. Being a second generational tool (PLS-SEM) otherwise referred to as the principal component technique involves not only canonical correlation, but also multiple regressions among with multivariate analysis of the variance. To this end, this study also contributed methodologically and this will also provide a guide to forthcoming studies. The practical implication of this study is discussed in the following section.

5.5 Practical Implications

As hotel businesses are run in a very stiff, contested and dynamic environment, the need to uncover factors that trigger and maintain guests' loyalty should be of high interest to the hotels' industry managers. The findings of this work emphasised that loyalty can be effectively strengthened when hotels accorded the desired consideration on factors that enhance service quality, image, satisfaction, and also confirmed the importance of CE and perceived value towards boosting guests' satisfaction. This work will serve as a guide to the management on how the hotels may boost the qualities of their offerings. Thus, the findings provide some practical implications regarding customer loyalty in the hotel context.

The management should realise that service quality is a major ingredient that ensures and enhances organisational success and survival. From the study's findings, perceived service quality impacts positively on the hotel guests' satisfaction and loyalty, hence the need for this to be sustained. Since the service is being rendered through the employees, the staff must therefore remain courteous and professional in their interaction with the guests. The management should therefore ensure that it encourages the training and development of its staff and reward their best staff to encourage and motivate others. Put differently, employees' behaviours and attitudes have been acknowledged by extant literature to be among the vital mechanisms of SQ in hotels (Zeithaml & Bitner, 1996; Ali, Hussain, Konar, & Jeon, 2016). Hence, they are expected to have full knowledge of their offerings and be competent during the service delivery process. They also ought to be caring and honest to the guests, and have problem-solving skills.

Also, the physical environment and hotel facilities need to be conducive, modern and easy to use. In fact tangibles have been found to have a major impact on service quality in past studies (Akbaba, 2006), just like reliability (Patton, Stevens, & Knutson, 2015). Similarly, the management must ensure the safety of the guests. Put differently, regarding the practical implication of this study, the empirical findings derived could be of immense benefit to CEOs and other hotel managers by equipping them with the desired information regarding the HOLSERV dimensions and how they influence service quality, and the quest for sustaining SQ so that CL can be triggered. The fact is that all the three dimensions of HOLSERV (employees, reliability, tangibles) collectively determine CL. Thus, effort needs to be geared

towards ensuring reliable prompt services by devising means of helping their guests during their stay. In particular, the adoption of second-order in measuring SQ enables the construct to be analysed at various stages of abstraction. This therefore enables the hotel industry managers to evaluate the service quality at different levels. This will also enable them to appropriately handle the dimensionalities of the construct.

In addition, efforts must also be geared to make sure that the food and beverages offered by the hotels is maintained, and even improved. An important indicator of SQ is that the hotels must ensure that the safety and security of the guests is adequately maintained. Specifically, the Nigerian environment (mostly the north) was in the fast few years characterised with unrest caused by the activities of extremists referred to as 'Boko Haram', and some cases of kidnapping. Hence, it has become highly imperative for the hoteliers to maintain their stand towards ensuring adequate and enhanced safety of the lives and properties of their esteemed guests and employees. Being a pivotal segment of a hotel's SQ, safety security is a serious issue not only in Nigeria and sub-Saharan Africa, but also globally (Nunkoo et al., 2017).

Securing customer satisfaction which serves as a precondition for achieving customer loyalty for the guests as inferred from the results of this study indicated that the hotel management team should ensure that they concentrate on strategies that will trigger high guest satisfaction for them to be more competitive. They must ensure that guests have a favourable and happy stay at the hotel, and make sure that the services they offer is in agreement or even in excess to the requirements of the

guests. In effect, the hotels need to alter their strategies to meet the requirements of the guests for them to be satisfied.

Considering the severity of the competition prevailing in the hotel sector, coupled with the high level of commoditisation of the hotels' offerings, it becomes mandatory for the managers to differentiate the hotels with those of the competitors. When guests hold a positive image about a particular hotel, the management will find it much easier to manage other factors such as service quality, satisfaction and value which will in turn lead to higher patronage and subsequently loyalty. In effect, hotel managers should accord priority to its reputation, clarity of its brand name and logo and ensure that the guests have a favourable impression about the hotels. In achieving these, engaging in community voluntary services will help towards earning and maintaining a positive image. Any other activity that will earn a positive reputation of the hotels should be highly encouraged. Put differently, there is a greater need to focus on strategies that portray a positive image of the hotels in the eyes of the guests; it will boost the competitive positions of the hotels. In other words, for the guests to be satisfied and subsequently loyal, hotel industry managers need to ensure that a favourable image of the hotel is established.

This study also offers hotel industry managers the theoretical justification that charging reasonable prices, and by extension offering superior guests' value, will to a large extent enhance their satisfaction. This means that charging a competitive pricing strategy and offering discounts need to be encouraged. Management should

ensure that the price charged is in harmony with what is charged by their peers within the same category.

The hotels also need to devise means to engage their guests because of CE's role towards enhancing satisfaction, which will eventually make them loyal. The hotel managers need to ensure that their activities are present and well-established on numerous social media platforms so that the guests are well connected through interacting with others and have speedy access to information frequently. There is a need for the hotel managers to re-double their effort towards fully embracing social media because of its roles towards stimulating interaction among people which in turn will lead to satisfaction. Despite numerous contributions of this study, it also has some limitations, which are expected to be addressed by future researchers.

5.6 Limitations and Future Research Directions

As with other related studies, this work is not free from weaknesses despite its significant contribution to the wider field of hospitality and hotels in particular. In particular, this section deals with various limitations of the study, which requires further consideration from the upcoming studies.

The study made use of a cross-sectional survey rather than adopting the longitudinal method that covers a longer time period, as some of the studied variables such satisfaction and loyalty are dynamic as they evolve over time in most circumstances. For example, economic conditions or shifts regarding management policies could influence these variables. However, the cross-sectional design method was chosen in

this study considering the fact that the researcher was given a three-year sponsorship and leave to complete his programme.

Employing a longitudinal study through an experimental strategy is capable of modelling variables causality regarding a temporal sequence of events over time, which is highly solicited in future studies. In other words, future studies should embrace the longitudinal research approach so that the likely shift of guests' relationship could be better explored over a certain period of time. In particular, upcoming studies need to engage in a qualitative interview method in assessing causality and at the same time reduce the common method variance.

Self-completion (filling the questionnaire) used in the study also has a weakness attached to it. Although this method has been widely employed in hospitality studies in retrieving data, it is not without associated problems. For example, there is a dearth of control on the part of the researcher which may lead to misinterpretation which is capable of creating validity problems. Also, valid respondents could decide not to be involved in the survey. Equally, the respondents in some cases may provide expected answers to the questions, or a pattern response to such questions.

5.6.1 Direction for Future Study

The various limitations identified in this study offer an avenue for future studies. For example, scholars agreed that models established in a giving setting need to be validated in other settings and contexts. Hence, it will be of importance for upcoming studies to determine the generalisability of the theoretical relationships of

this work to other guests and other respondents in various service contexts in different geographical areas. This will go a long way towards boosting the representativeness of the study results in varied settings and contexts. Furthermore, as five-star hotels are not included in this study, a replication of this work in all the hotel categories would to a large extent provide an insight towards multiple research issues, with specific reference to loyalty issues in the wider hotel settings. At the same time, the research model created in this study was primarily sourced from the hospitality and service marketing related literature. Thus, it could be highly solicited to replicate the study in other service-related domains to better understand and enrich customer loyalty models.

The variance explained for customer satisfaction and loyalty revealed that other variables, which equally trigger loyalty were not captured which had an influence on these endogenous variables. Hence, the need for future studies to include them becomes desirable. In effect, the inclusion of constructs such as cocreation of value and employee engagement constructs could to a large extent offer a more comprehensive explanation of the factors that trigger customer loyalty in a competitive and dynamic environment as suggested by Kandampully, Zhang and Bilgihan (2015) and Hapsari et al. (2017). More importantly, the predictive capability of the model could have been improved.

It is also important for future studies to investigate other contexts and/or industries on why some relationships as hypothesised in this study were not achieved. Specifically, the study findings indicated that customer experience does not

moderate the relationship between customer satisfaction and customer loyalty. Secondly, the mediating effect of customer satisfaction on the link between image and customer loyalty was not achieved. And lastly, perceived value was not found to be a determinant of customer loyalty.

Additionally, this study was only confined to one state in Nigeria, thus, it is recommended to include other states in future studies.

5.7 Conclusions

This study has made a major contribution to the literature with specific reference to the concept of customer loyalty as justified by the empirical evidences derived. The mediating role of customer satisfaction and the moderating role of customer experience on the relationship among PSQ, PV, CE and image in the Nigerian hospitality industry were adequately studied. Furthermore, the findings offered theoretical backing to the theories that underpinned this study (SET and confirmation-disconfirmation theory) on the association among the variables used in the study.

The study succeeded in achieving five out of the seven objectives set. As indicated from the findings, PSQ was found to have a positive relationship with customer loyalty. Likewise, image was also found to positively and significantly predict customer loyalty. Furthermore, customer satisfaction was found to be a predictor of loyalty. However, perceived value and customer engagement were not found to have a significant influence on customer loyalty. At the same time, it was equally found

that customer satisfaction mediated the relationships between perceived service quality and customer loyalty, perceived value and customer loyalty, as well as between customer engagement and customer loyalty. Nevertheless, there was no empirical justification on mediation effect of customer satisfaction on the image-loyalty relationship. In addition, customer experience was established to have no moderating influence on the link between customer satisfaction and loyalty.

Accordingly, the theoretical gap relating to customer engagement, customer experience and loyalty relationship was addressed, thereby clarifying how they can be realised and the direction of such relationship. Also, two important theories (SET and confirmation-disconfirmation theories) were integrated in relation to each variable of the study. Evidently, the adoption of SmartPLS in the analysis of this complex model offered an important methodological contribution to extant literature. Moreover, the findings gave practical implications to hotel managers and other hospitality stakeholders. In addition, recommendations for the upcoming researchers were discussed. In conclusion, theoretical, methodological as well as practical contributions were provided.

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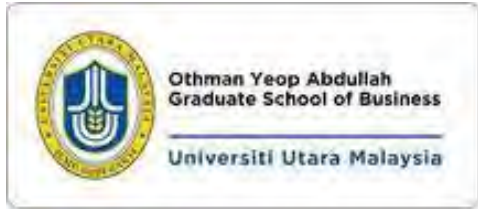
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Appendix A

Questionnaire



Dear Sir/Madam,

I am a postgraduate student of University Utara Malaysia currently conducting a survey on guests' loyalty in the Nigerian hotels as part of the requirements for the award of Ph.D. degree. Kindly, help to complete this questionnaire as accurately as possible. Please note that your responses would be treated with utmost confidentiality and used purely for academic purposes. I highly appreciate your co-operation.

Thanking you in anticipation of your response

Yours sincerely,

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PART A: YOUR DEMOGRAPHIC BACKGROUND

Please tick (✓) as appropriately in the space provide below

1. Please indicate your sex
☐ Male
☐ Female
2. Please indicate your marital status
☐ Single
☐ Married
☐ Others, specify
3. Please indicate your age range
☐ 18-27 years
☐ 28-37 years

- ☐ 38-47 years
☐ 48-57 years
☐ Above 58 years
4. Which of the following represents your highest educational qualification?
- ☐ Informal education
☐ Primary
☐ Secondary
☐ Diploma/NCE
☐ HND/Bachelor Degree
☐ Post Degree
☐ Others, specify.....
5. Occupational status
- ☐ Student
☐ Civil servant
☐ Employed by private sector
☐ Self-employed
☐ Unemployed
6. Nationality
- ☐ Nigerian
☐ Non -Nigerian
7. Total income per month
- ☐ Less than N 18,000
☐ N18, 000-117,999
☐ N118, 000-217, 999
☐ N218, 000- 317, 999
☐ Above N318, 000
8. Please indicate how many times you visited this hotel
- ☐ 1 to 3 times
☐ 4 to 6 times
☐ 7 to 9 times
☐ 10 times or more

PART B: PLEASE CLICK (✓) REGARDING YOUR AGREEMENT OR DISAGREEMENT WITH THE FOLLOWING

Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree			Strongly Agree			
1	2	3	4	5	6		7				
					1	2	3	4	5	6	7
SQ1	This hotel promise to provide a service and does so										
SQ2	This hotel shows dependability in handling service problems										
SQ3	The hotel performs services right the first time										
SQ4	The hotel provides services at the time it promises to do										

	so								
SQ5	The hotel tells guests exactly when the services will be performed								
SQ6	The hotel gives prompt service								
SQ7	The hotel is always willing to help								
SQ8	The hotel is never too busy to respond to guests' request								
SQ9	The hotel instills confidence in guests								
SQ10	Guests feel safe in the delivery of services								
SQ11	Guests feel safe and secure during their stay								
SQ12	The hotel has polite and courteous employees								
SQ13	The employees have the knowledge to answer guests' questions								
SQ14	They have the skills to perform the service								
SQ15	This hotel gives individual attention								
SQ16	This hotel deals with guests in a caring fashion								
SQ17	This hotel has guests' best interests at heart								
SQ18	Understands guests' specific needs								
SQ19	Equipment, fixtures and fittings are modern looking								
SQ20	Facilities are visually appealing								
SQ21	Neat and professional employees								
SQ22	Materials are visually appealing								
SQ23	Fixture and fittings are comfortable								
SQ24	Equipment and facilities are easy to use								
SQ25	Equipment and facilities are generally clean								
SQ26	Variety of food and beverages meet guests' needs								
SQ27	Services are operated at a convenient time								
PV1	I received a good quality service for a reasonable price								
PV2	Considering the quality of the physical environment of the hotel, the price was appropriate								
PV3	I valued this hotel as it met my needs at a reasonable price								
PV4	Given the features of the room, it was good value for money								
PV5	This hotel fulfilled both my high quality and low price requirement								
PV6	This hotel met my specific needs (e.g., comfortable accommodation, convenient location) at a reasonable price								
CS1	I am satisfied with my experiences in this hotel								
CS2	I have had pleasurable stays in this hotel								
CS3	I am completely satisfied with the services of this hotel								
CS4	My experiences at this hotel have exceeded my expectations								
CS5	It was wise for me to stay at this hotel								
CE1	I felt insulted when someone criticises this hotel								
CE2	When I talk about this hotel, I usually say 'we' rather than 'they'								
CE3	This hotel's successes are my successes								
CE4	When someone praises this hotel I felt happy								
CE5	I am emotionally attached to this hotel								
CE6	I am passionate about this hotel								
CE7	I am enthusiastic about this hotel								
CE8	I felt excited about this hotel								
CE9	I love this hotel								
CE10	I like to learn more about this hotel								

CE11	I pay a lot of attention to anything about this hotel							
CE12	Anything related to this hotel grabs my attention							
CE13	I concentrate a lot on this hotel							
CE14	I like learning more about this hotel							
CE15	When I am interacting with this hotel, I forget everything else around me							
CE16	Time flies when I am interacting with this hotel							
CE17	When I am interacting with this hotel, I get carried away							
CE18	When interacting with this hotel, it is difficult to detach myself							
CE19	In my interaction with the hotel, I am immersed							
CE20	When interacting with the hotel intensely, I feel happy							
CE21	In general, I like to get involved in discussing this hotel with others							
CE22	I am someone who enjoys interacting with like-minded about this hotel							
CE23	In general, I thoroughly enjoy exchanging ideas with others regarding this hotel							
CE24	I often participate in activities of this hotel							
CEX1	This hotel appears very inviting							
CEX2	This hotel appears very attractive							
CEX3	During my visit, I experience freedom							
CEX4	This hotel provides support that I needed							
CEX5	A always remember this hotel							
CEX6	I feel I am treated like a a king/queen							
CEX7	The hotel does its best to take care of me							
CEX8	This hotels relieves me of tasks or worries							
CEX9	This hotel is interested in me							
CEX10	I feel important at this hotel							
CEX11	I feel at ease at this hotel							
CEX12	I feel comfortable at this hotel							
CEX13	I feel relaxed at this hotel							
IM1	The hotel has a very clear image							
IM2	The atmosphere in this hotel is quite and restful							
IM3	The hotel has a long history							
IM4	The hotel has a differentiated image from other hotel brands							
IM5	Its brand is familiar to me							
IM6	The reputation of this hotel is important to me							
IM7	This hotel makes a good impression on its guests							
CL1	I will say positive things about this hotel							
CL2	I will recommend the hotels to someone who seeks my advice							
CL3	Encourage friends and relatives to do business with this hotel							
CL4	I consider this hotel as my first choice							
CL5	I will do more business with this hotel in the future							

Appendix B

List of Hotels and their Star Ranking in Kano State, Nigeria

1- STAR HOTELS

S/No	Hotels	Address
1	Alfad Villa	No. 88 Yankari Avenue Nomansland
2	Aromat Villa	Church Road/Igbo Road
3	Dafs Link Royal Suites	No. 43 Atiken Road
4	Denny Best Hotel	No. 68 Atiken Road
5	Esan Guest	Aba Road Sabon Gari
6	Havana Guest Inn	No. 38 Azikwe Road
7	Holiday Villa	No. 10 Goal Coast Road
8	Hotel Demikela	No. 29-31 Church Road
9	Kano Federal Club (KFC)	No. 65-67 Ballagthus Road
10	Kings Hotel	No. 30 Aba Road
11	Liberty Guest Inn	No. 57 Aba Road
12	Mairabo Hotel	No 25-26 Atiken Road
13	Mbanefo Guest Inn	No. 37-39 Aba Road
14	Mbanefo Hotels	No. 45 A beokuta Road
15	Hotel Le mirage	No. 27/29 Enugu Road
16	New Paradise Guest Inn	No. 75 Weather head
17	New Treasure Suites	No. 83 Emir Road
18	Nova Guest Inn	No. 34 Warri Road
19	Nordy Meridian Hotel	No. 26 Goal Coast
20	Ocean Palace Hotel	No. 35 Warri Road
21	Palm Height Hotel	No. 34 Yoruba Road
22	Paro Guest Inn	No. 21 Aba Road
23	Paro Hotels	No. 18 Ijebu Road
24	Princess Hotel	No. 16 Aba Road
25	Rollings Nigeria Hotels	No. 82 Church Road
26	Royal Palace Guest Inn	No. 31 Atiken Road
27	S. P. Exclusive Suites	No. 39 Sunusi Road
28	Sunshine Millennium	No. 413 Sarkin Yaki by Court Road
29	TYC Hotel	No. 44 France Road
30	Universal Guest Inn	No. 12 Church Road
31	Calфонia Hotel	Goal Coast Sabon Gari
32	Hotel Capital	No. 40 Aba Road

2- STAR HOTELS

S/No	Name of Hotels	Address
1	Akija Hotel	No. 43-45 Murtala Muhammed Way
2	At – Taqy Lodge	No. 6A, Abdullahi Bayero Way
3	Farhan Guest Inn	No. 16 A, Sultan Road
4	Fountain Inn	No. 11 Bompai Road
5	Gab Hotel	No. 42 Ibrahim Taiwo Road
6	Kano Residential Hotel	No. 24 Murtala Muhammed Way
7	Nuru Guest Inn	No.1 Audu Bako Way
8	Prsetige Villa	Sokoto Road Nassarawa GRA
9	Royal Park Guest Inn	No. 35 Kazaure Road
10	Salmat Guest Inn	No.11A Gyadi-Gyadi Zaria Road
11	Samir Palace Guest Inn	No. 14-18 Ashton Road
12	Sky World	NO. 26 Sarkin Yaki Road
13	Centre For Excellence	Race Road Sabon Gari
14	Bayco Guest Palace	No. 386 Na'ibawa Zaria Road
15	Great Palace	Ashton Road off Bakavo Barrack
16	International Hotel	No. 30-34 Enugu Road Sabon Gari
17	Feldingo Global Hotel	No. 36 Apple Avenue Nomansland
18	Doris Hotel	No. 371 Ashton Road
19	Elison Hotel	No. 81 Ballagthus Road
20	New Guest Inn	No. 144 Ibrahim Taiwo Road
21	Premier Lodge	Kwanar Ungogo Katsina Road

3- STAR HOTELS

S/No.	Name of Hotels	Address
1	Al Jazeera Hotel	Plot 33 Behind Race Course Road
2	Badala Hotel	Airport Road off Air force Base
3	Burj Al-Kano	No. 16 Bergery Road Bompai
4	Durbar Hotel	No. 11B Ahmadu Bello Way
5	Green Desert Palm Hotel	Katsina Road Near Hajj Camp
6	Haitel Guest Inn	No.7 Maiduguri Link Giginyu
7	Hamco Hotel	No. 78-80 Na'ibawa U-Turn Zaria Road
8	Horizon Hotel	Miller Road Bompai
9	Hotel De France	No. 54 Tafawa Balewa Road

10	Kabo Guest Inn	No. 15A Ashton Road
11	Miyetti Guest House	No. 1B Ahmadu Bello Way Nassarawa G.R.A.
12	Nassarawa Guest House	No. 314 Lamido Road Nassaraw
13	Ni'ima Guest Palace	No.8B Sulaiman Crescent Nassaraw
14	Ocean Palace	No. 35 Warri Road Sabon Gari
15	Pink Peacock	No. 10A Dantata Road Bompai
16	Royal Park Guest Inn	No. 35 Kazaure Road Bompai
17	Sulatanate	No.11 Race Course Road Nassarawa
18	Green Palace Hotel	No. 17 Bergery Road Bompai
19	Law Sultanate	

4- STAR HOTELS

S/No.	NAME OF HOTELS	ADDRESS
1	Grand Central Hotel	No.1 Bompai Road Nassarawa
2	K-Suites and Towers	No. 21 Race Course Road
3	Prince Hotel	Tamandu Road Nassarawa
4	Royal Tropicana 1	No. 17/19 Niger Street
5	Royal Tropicana 2	No. 294-295 Zungeru Road
6	Tahir Guest Palace	No. 4. Ibrahim Natsugune Road
7	Bristol Hotel	No. 52/54 Guda Abdullahi Road
8	G-K Hotel	
9	Chilla Luxury Suite	No. 110, Audu Bako way
10	Baballe Suite	Dabo Muhd close by New Race course Road

PUBLICATIONS FROM THE Ph.D. RESEARCH

Gawuna, Abdul Rahman and Isa (2019). Customer engagement as determinant of loyalty in the Nigerian hospitality domain. *European Academic Research Vol 7* issue 1 pp 247-261

Gawuna, Abdul Rahman and Isa (2019). Customer experience as predictor of customer loyalty in the Nigerian hospitality context *IOSR Journal of Business and Management Vol 21*, issue 4 Series 2 pp 31-36

Gawuna, Abdul Rahman, Abdul Rahman and Ramli (2017). Do customer satisfaction and service quality predict loyalty in Nigerian hospitality industry? *International Journal of Economic Research vol 14* issue 20

Goron Dutse and Gawuna (2017), Cost Leadership Strategy and Performance of Hotels in Nigerian Context, *Journal of Applied Structural Equation Modeling vol 1*, Issue 1 pp 1-10

Conferences attended

Relationship marketing as a tool for achieving success in the Nigerian service context. *4th annual conference on social and management sciences research, 2019. Yusuf Maitama Sule, University Kano Nigeria, 15th – 17th October, 2019*

Religiosity as a Determinant of hotels patronage in Kano state Nigeria (2019), *1st International, Scholars Conference, University Utara Malaysia, 26th – 27th June*

Customer satisfaction and service quality as determinants of customer loyalty in Nigerian hospitality industry (2017), *2nd International Research Conference on Economics, Business and Social Sciences July 11th – 12th, Park Royal Hotel, Penang Malaysia*